

## APPENDIX 1: Five-year Business Plan (Highgate Wood)

#	ACTIVITY	ACTIVITY DESCRIPTION	HIGHGATE WOOD MANAGEMENT PLAN THEME	2025-26	2026-27	2027-28	2028-29	2029-30	FUNDING SOURCE	CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENVT STRATEGIES			
										1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
1	Annual planting	Increase the diversity of native trees and shrubs and the structural diversity of the Wood through small quantities of annual planting.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X	X	X	X			
2	Meadow	Maintain the pond and meadow – mow meadow annually, relocate oak regeneration, monitor pond for over-shading and extend meadow on top of field.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X	X	X	X			
3	Invasive species	External survey via Climate Action Strategy to survey damage caused by grey squirrels as part of objective to manage and invasive species.	1. Leading sustainable woodland						Climate Action Strategy			X		X	X	X			
4	Visitor pressures	Explore potential for introduction of commercial dog walking licensing scheme to mitigate visitor pressures (including dogs) on woodland habitats.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	
5	Woodland Management Plan	Renew Woodland Management Plan and complete review by 2028, and seek funding from Forestry Commission for plan production.	1. Leading sustainable woodland						TBC (currently unfunded)			X		X	X	X		X	X
6	New conservation areas	Create new 'Conservation Areas' and/or expand existing ones within woodland; including for temporary fencing and signage.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X	X	X	X		X	X

7	Tree/shrub planting	Undertake small quantities of annual tree/shrub planting (average approx. 25 stems per year), seeking funding from Woodland Trust for supply of trees.	1. Leading sustainable woodland						Local Risk (Highgate Wood) + External			X		X	X	X			
8	Dead hedging	Use dead-hedging and other natural barriers to establish path networks throughout the woodland and discourage free roaming.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X	X	X	X		X	
9	Planning consultant	Restore relationship with planning consultant to monitor potential impacts surrounding the Heath.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X					X	X
10	Natural Environment Charity Review	Continue to work with the Charity Review Team on due diligence and preparatory work to support the Charity Review as it relates to Highgate Wood.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
11	Earthworks	Conserve all earthworks through gradual vegetation removal, fencing and interpretation. Ongoing maintenance of the earthworks will be required.	2. Culture & Heritage						Local Risk (Highgate Wood Charity)			X		X	X				X
12	Interpretation	Update all interpretative material across the site, including within the education centre and on-site entrance signage; consider potential for new provision alongside these upgrades, such as a QR-code Tree Trail.	2. Culture & Heritage						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
13	Roman Kiln	Complete works on the Informational Hut for National Lottery Heritage Fund grant	2. Culture & Heritage						Local Risk (Highgate Wood Charity)	X			X	X	X		X		X
14	Events prospectus	Complete a marketing document to highlight potential event sites at Highgate Wood for community and commercial use	2. Culture & Heritage						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	X
15	Cafe remarketing	Complete the remarketing and releasing of the cafes at all five NLOS locations.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X			X	X	X		X	X	
16	Site access and info	Review site entrances and update site signage/maps to identify accessible entrances and routes.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	X

17	Playground refurbishment	Undertake playground refurbishment project, to include public consultation, design stages, securing planning permission etc.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X			X	X	X		X	X	
18	Review of licenses and agreements	Review existing licences, agreements and uses of Highgate Wood to ensure that all necessary agreements are modern, appropriate, and in place.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
19	Signage audit, replacement, and improvement	Continue to audit state of signage across Highgate Wood, replacing where resource and budget allows.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
20	Develop relationship with Metropolitan Police	Continue to develop the relationship with the Metropolitan Police via the Constabulary and local team to ensure our staff and visitors feel safe and secure in Highgate Wood	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	
21	Constabulary induction programme	Complete new training and induction programme for all Constables.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	
22	Friends of group	Re-explore the potential for creating a dedicated Friends of Highgate Wood volunteer group (potentially building upon the existing Friends of Highgate Roman Kiln).	4. Community & Education						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
23	Community Engagement Toolkit	Develop a 'Community Engagement Toolkit' to guide engagement efforts in Highgate Wood on a number of areas and ensure an approach that is inclusive, welcoming, and as per best practice.	4. Community & Education						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	
24	Staff training	Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	4. Community & Education						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
25	Review of site accessibility	Perform a self-audit of access challenges in Highgate Wood to sustain and enhance access for a diverse range of users to enjoy peaceful and tranquil experiences in the Wood, and to connect with nature, heritage and place, ensuring barriers to participation are identified and minimised, and ensure facilities and activities are welcoming, accessible to all, affordable and promote inclusion.	4. Community & Education						Local Risk (Highgate Wood Charity)	X		X	X	X	X		X	X	

26	Highgate Wood webpage audit	Complete the audit of the Highgate Wood webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for better communication and provision of info.	4. Community & Education						Local Risk (Highgate Wood Charity)	X			X	X	X		X	X	X
27	Weddings in Highgate Wood	Review previous hosting of weddings in Highgate Wood, secure needed permits/license, and re-initiate hosting of weddings at approved locations	4. Community & Education						Local Risk (Highgate Wood Charity)	X			X	X			X		
28	Memorial bench programme	Review the existing memorial bench programme, including inventory of assets, update of existing information/date, review of bench placement locations, and draft Committee report on proposed future of the programme.	4. Community & Education						Local Risk (Highgate Wood Charity)	X			X	X	X		X	X	
29	Flood management	Research Highgate Wood's hydrology in order to inform improved management and contribute to flood alleviation at sports pitches / field.	5. Climate resilience						Local Risk (Highgate Wood Charity)			X		X	X	X		X	
30	Building carbon footprint	Assess current carbon footprint of all buildings, vehicles and machinery, and implement a programme of improvements to achieve tangible reductions.	5. Climate resilience						Local Risk (Highgate Wood Charity)			X		X	X	X			
31	Pest control	Continue to implement pest control measures across the site to tackle problems with grey squirrel and rats. Include for public education/notification.	<select>						Local Risk (Highgate Wood Charity)			X		X	X	X		X	
32	Wildfire preparedness	Train staff in preventive measures and preparedness for wild fires given the existing and increased risk of fires in Highgate Wood.	5. Climate resilience						Local Risk (Highgate Wood Charity)			X		X		X			
33	Hedgehog research	Work with Zoological Society of London on implementation of grant improving knowledge of hedgehog populations in Hampstead Heath and Highgate Woods with help from local communities.	5. Climate resilience						External			X				X		X	

The following workstreams are primarily delivered by partners but comprise a considerable amount of work and coordination by Highgate Wood and NLOS staff.

	Annual Work Plan (Business as Usual)	The Annual Work Plan is not a part of this Five-year Business Plan, but will be included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.							Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
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