

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

#	ACTIVITY	ACTIVITY DESCRIPTION	2026-27	2027-28	2028-29	2029-30	2030-31	FUNDING SOURCE	NLOS LEAD	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
1	Annual planting	Increase the diversity of native trees and shrubs and the structural diversity of the Wood through small quantities of annual planting where appropriate on a cyclical and as-needed basis.						Local Risk (Highgate Wood Charity)	Conservation Team	X	X	X	X	X				
2	Meadow	Maintain the pond and meadow – relocate oak regeneration, monitor pond for over-shading and extend meadow on top of field, and mow meadow annually.						Local Risk (Highgate Wood Charity)	Conservation Team	X	X	X	X	X				

3	Woodland Management Plan	Renew Woodland Management Plan and complete review by 2028, and seek funding from Forestry Commission for plan production.			Local Risk (Highgate Wood Charity)	Conservation Team		X	X	X	X	X	X
4	New conservation areas	Create new 'Conservation Areas' and/or expand existing ones within woodland; including for temporary fencing and signage.			Local Risk (Highgate Wood Charity)	Conservation Team		X	X	X	X	X	X
5	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.			Local Risk (Highgate Wood) + External	Conservation Team		X	X	X	X		
6	Dead hedging	Use dead-hedging and other natural barriers to establish path networks throughout the woodland and discourage free roaming.			Local Risk (Highgate Wood Charity)	Conservation Team		X	X	X	X	X	X
7	Earthworks	Conserve all earthworks through gradual vegetation removal, fencing and interpretation. Ongoing maintenance of the earthworks will then be required as business as usual.			Local Risk (Highgate Wood Charity)	Conservation Team		X	X	X			X
8	Playground refurbishment	Undertake playground refurbishment project, to include public consultation, design stages, securing planning permission etc.			Local Risk (Highgate Wood Charity)	Conservation Team	X		X	X	X	X	X

9	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.					Local Risk (Highgate Wood Charity)	Conservation Team	X	X	X	X	X	X	X	X	X
10	Flood management	Research Highgate Wood's hydrology in order to inform improved management and contribute to flood alleviation at sports pitches / field.					Local Risk (Highgate Wood Charity)	Conservation Team		X	X	X	X			X	
11	Pest control	Continue to implement pest control measures across the site to tackle problems with grey squirrel and rats. Include for public education/notification. This is a multi-year initiative that will then become BAU.					Local Risk (Highgate Wood Charity)	Conservation Team		X	X	X	X			X	
12	Wildfire preparedness	Train staff in preventive measures and preparedness for wild fires given the existing and increased risk of fires in Highgate Wood.					Local Risk (Highgate Wood Charity)	Conservation Team		X	X		X				
13	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.					External	Conservation Team		X			X			X	

14	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				Local Risk (Highgate Wood Charity)	Conservation Team (w/ Constabulary)	X	X	X	X	X	X	X
15	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).				Local Risk (Highgate Wood Charity)	Conservation Team (w/ Development & Partnerships Team)	X	X	X	X	X	X	X
16	Invasive species	External survey via Climate Action Strategy to survey damage caused by grey squirrels as part of objective to manage and invasive species.				Climate Action Strategy	Conservation Team (w/ Natural Environment Climate Action Team)		X	X	X	X		
17	Building carbon footprint	Assess current carbon footprint of all buildings, vehicles and machinery, and implement a programme of improvements to achieve tangible reductions.				Local Risk (Highgate Wood Charity)	Conservation Team (w/ Natural Environment Climate Action Team)		X	X	X	X		
18	Roman Kiln	Complete works on the Informational Hut for National Lottery Heritage Fund grant				External	Conservation Team (w/ Natural Environment Heritage Team)	X		X	X	X	X	X
19	Constabulary induction programme	Complete new training and induction programme for all Constables.				Local Risk (Highgate Wood Charity)	Constabulary	X	X	X	X	X	X	X

20	Constabulary patrols of Highgate Wood	Following recruitment of additional Constables, increase patrols and presence of Constabulary within Highgate Wood.					Local Risk (Highgate Wood Charity)	Constabulary	X	X	X	X	X	X	X	X
21	Interpretation and information signage	Review and update all interpretative and informative material across the site, including within the education/info centre and on-site entrance signage; consider potential for new provision alongside these upgrades, such as a QR-code Tree Trail.					Local Risk (Highgate Wood Charity)	Development & Partnerships Team (Conservation Team)	X	X	X	X	X	X	X	X
22	Site access and info	Review site entrances and update site signage/maps to identify accessible entrances and routes (subject of budget and status of charity review (re)branding).					Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X	X	X	X	X	X	X	X
23	Digital Platform Review	Review web based platforms alongside City Corporation website and giving platform to maximise the audience reach and engagement for all four spaces.					Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X		X	X	X		X	X
24	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.					Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X	X	X	X	X	X	X	X

25	Signage audit, replacement, and improvement	Continue to audit state of signage across Highgate Wood, replacing where resource and budget allows. (subject of budget and status of charity review (re)branding).				Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X	X	X	X	X	X	X	X
26	CRM database for fundraising and donor stewardship	Identify, and build a CRM, working alongside other open space charities that will aide the identification, stewardship and record keeping of donations and donors. as well as automate internal reporting				Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X	X	X	X	X	X	X	X
27	Donor Stewardship Plan	Set out and implement a plan for donors including Major Donors, Regular Givers and Campaign Donors including comms and engagement, events, e-newsletters/updates, impact reporting, benefits and renewal.				Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X	X	X	X	X	X	X	X
28	Events and filming venue space review and benchmark	Review all spaces and venues to understand the community and commercial potential of each, including any gaps or areas for development. Including weddings, corporate hire, and filming locations				Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X	X	X	X	X	X	X	X
29	Fundraising FAQs, Case for Support & Policy	Develop an FAQ for the three charities/four spaces to back up funding applications and conversations				Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X		X	X	X		X	X

30	Events prospectus	Complete a marketing document to highlight potential event sites at Highgate Wood for community and commercial use					Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X	X	X	X	X	X	X	
31	Planning consultant	Restore relationship with planning consultant to monitor potential impacts surrounding the Heath.					Local Risk (Highgate Wood Charity)	Superintendent		X	X				X	X
32	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.					Local Risk (Highgate Wood Charity)	Superintendent	X	X	X	X	X	X	X	
33	Cafe remarketing	Complete the remarketing and releasing of the cafes at all five NLOS locations.					Local Risk (Highgate Wood Charity)	Superintendent	X		X	X	X		X	X
34	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.					Local Risk (Highgate Wood Charity)	Superintendent	X	X	X	X	X		X	X

35	Visitor pressures	Explore potential for introduction of commercial dog walking licensing scheme to mitigate visitor pressures (including dogs) on woodland habitats.					Local Risk (Highgate Wood Charity)	Constabulary	X	X	X	X	X	X	X
36	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.					Local Risk (Highgate Wood Charity)	Superintendent (w/ Development & Partnerships Team)	X	X	X	X		X	X
37	Safe 365	Continue the review and update of documents and activities to guide the safe and efficient running of Highgate Wood with the City Corporation's new Safe 365 platform. Undertake annual review of all risk assessments and Safe Systems of Work (SSOW) and supply all information for internal and external audits.					Local Risk (Highgate Wood Charity)	Operations & Parks Team	X	X	X	X	X	X	X
38	Legacy strategy	Alongside bench sponsorship, consult and develop a strategy to attract legacy support for the woods					Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X	X	X	X	X	X	X
39	Bench sponsorship	Following audit of existing bench sponsorship programme, draft Committee report on proposed future of the programme. Including consultation of wider legacy options, including working with other NE Charities to develop centralised expertise.					Local Risk (Highgate Wood Charity)	Development & Partnerships Team	X	X	X	X	X	X	X

40	Online giving and technology review	<p>Review and implement individual giving mechanisms and communications, including giving platform/website, and other tech methods, plus signage and tap to give tech onsite, at events, benefits and newsletters for donors.</p>					
41	Self-guided walks	<p>Develop information on the website and for Information Hut for self-guided walks in Highgate Wood</p>			<p>Local Risk (Highgate Wood Charity)</p>	<p>Development &amp; Partnerships Team</p>	<p>X X X X X X X X X X X X X X X X</p>

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

