

APPENDIX 1: Five-year Business Plan (Queen's Park)

| # | ACTIVITY | ACTIVITY DESCRIPTION | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | FUNDING SOURCE | NLOS LEAD | CITY CORPORATION | | | | | | NATURAL | | | |
|---|-------------------------|--|---------|---------|---------|---------|---------|--|-------------------------|--------------------------------|----------------------------|------------------------------------|---------------------------------|---------------------------------|------------------------------|---------------------------------------|-------------------------|--------------------------|------------------------------------|
| | | | | | | | | | | 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 | Tennis courts | Repairs to tennis court #6 surfacing affected by root heave and consider options for court for the future. | | | | | | Cyclical Works Programme (City Surveyor's Dept) | Parks & Operations Team | | | | X | X | X | | | X | |
| 2 | Park operational spaces | Review of layout and usage of park depot, stakeholder storage facilities and office space above cafe. Appoint an independent consultant to review and produce a work place transport safety plan for the staff yard. | | | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team | | | | | X | X | | | X | |
| 3 | Splash Pad | Convert existing paddling pool into new splash pad once remaining budget is realised via fundraising | | | | | | Multiple | Parks & Operations Team | X | | | X | X | X | | X | X | |

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| 4 | Pitch and Putt | Review usage of the facility to streamline service for users and mitigate operational impact to ranger team | | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team | X | | | X | X | X | | X | X | |
| 5 | Cafe remarketing | Complete the remarketing and releasing of the cafes at all five NLOS locations. | | | | | Local Risk (Queen's Park Charity) | Superintendent | X | | | X | X | X | | X | | |
| 6 | Flood alleviation | Appoint external consultants to develop strategy for improved drainage and flood alleviation to reduce the number and scale of flood events in the Park which currently impact public access, Park fabric, planting and landscape and increase demands on the Park management team, and then implement. | | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team (with CSD) | | | X | | X | X | X | | | |
| 7 | Woodland Walk | Complete review of existing woodland walk. Upon completion, appropriate next stpes will be determined and incorporated into business plan if/as appropriate. | | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team (w/ Conservation Team) | | | X | X | X | X | X | | X | |

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| 8 | Bandstand refurbishment | Renovate and repaint the bandstand. | | | | | | Cyclical Works Programme (City Surveyor's Dept) | Parks & Operations Team | X | | | X | X | X | | X | X | X |
| 9 | Squirrel impact survey (contractor) | Review squirrel impact survey and implement recommendations. | | | | | | Climate Action Strategy | Conservation Team | | | X | | X | X | X | | | |
| 10 | Planning consultant | Restore relationship with planning consultant to monitor potential impacts surrounding Queen's Park. | | | | | | Local Risk (Queen's Park Charity) | Superintendent | | | X | | X | | | | | X |
| 11 | Strengthen relationship with Metropolitan Police | Continue to develop the relationship with the Metropolitan Police via the Constabulary and active attendance at Met-hosted meetings. | | | | | | Local Risk (Queen's Park Charity) | Constabulary | X | | X | X | X | | X | X | X | |
| 12 | Constabulary induction programme | 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 Queen's Park | | | | | | Local Risk (Queen's Park Charity) | Constabulary | X | | X | X | X | | X | X | X | |

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| 13 | 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 Queen's Park | | | | | Local Risk (Queen's Park Charity) | Superintendent | X | | X | X | X | X | X | X | X | X |
| 14 | Review of licenses and agreements | Review existing licenses, agreements and uses of Queen's Park to ensure that all necessary agreements are modern, appropriate, and in place. Work with Managers, Rangers and Constabulary to manage and increase compliance. | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | | X | X | X | X |
| 15 | Safe 365 | Continue the review and update of documents and activities to guide the safe and efficient running of Queens Park 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 (Queen's Park Charity) | Parks & Operations Team | X | X | X | X | X | X | X | X | X | X |
| 16 | Allotments | Review allotment usage and management to discourage neglected and disused plots | | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team | X | | X | X | X | | X | X | X | |

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| 17 | Tree succession | Develop tree succession plan to safeguard the Park’s distinctive tree and woodland cover in the longer term and contribution to nature conservation and climate mitigation. Consider species selection plan to balance replanting of Park’s historic tree species with choice of species likely to be more resilient to climate change | | | | | | Local Risk (Queen's Park Charity) | Conservation Team | | | X | | | | X | X | | | X |
| 18 | Training programme | 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 (Queen's Park Charity) | Parks & Operations Team | X | | X | X | X | X | X | X | X | X | X |
| 19 | Conservation Management Plan | Review and update conservation management plan for the Park | | | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team | | | X | | X | | X | | | | X |
| 20 | Dog walking | Review dog walking provision and requirements/regulations to ensure that dogs are controlled. Consider a commercial dog walking licensing scheme. | | | | | | Local Risk (Queen's Park Charity) | Superintendent | | | X | | X | | X | | | X | |

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| 21 | Review of signage | Continue to review, and where appropriate update or enhance, signage and interpretation in the Park (subject ot budget and status of charity review (re)branding). | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | X | X | X | X | X |
| 22 | Digital Platform Review | Review web based platforms alongside side COLC website and giving platform to maximise the audience reach and engagement for Queen's Park | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | | | X | X | X |
| 23 | Review of site accessibility | Review accessibilitiy challenges at Queen's Park to understand and address challengs to access | | | | | Local Risk (Queen's Park Charity) | Superintendent | X | | | X | X | X | | X | X | X |
| 24 | Sports activities | Review of sports uses and Junior Parkrun in the Park and license activities, where appropriate. | | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team | X | | | X | X | X | | X | X | |
| 25 | Playground | Develop best practice guide for the playground at Queen's Park via the Playground Working Group | | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team | X | | | X | X | X | | X | X | |

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| 26 | Playground | Review necessary repairs at the playground and, if needed, fundraise appropriate funding. | | | | Local Risk (Hampstead Heath Charity) | Parks & Operations Team | X | | X | X | X | | | X | X | |
| 27 | Volunteering | Widen volunteer engagement in all aspects of Park management, including practical maintenance, surveys such as wildlife monitoring, and biodiversity. | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team (w/ Development & Partnerships Team) | X | | X | X | X | X | X | X | X | X |
| 28 | Community Inclusion Engagement Toolkit | Develop a 'Community Inclusion Engagement Toolkit' to guide engagement efforts in Queen's Park on a number of areas and ensure an approach that is inclusive, welcoming, and as per best practice. | | | | Local Risk (Queen's Park Charity) | Superintendent (w/ Development & Partnerships Team) | X | | X | X | X | | X | X | | X |
| 29 | Active recreation | Review and improve the Trim Trail and the outdoor gym facilities, and table tennis structure and surrounding area. | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team | X | | | X | X | X | | X | X | |
| 30 | Waste Collection | Review general waste collection and implement any changes | | | | Local Risk (Queen's Park Charity) | Parks & Operations Team | | | X | X | X | | X | | | |

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| 31 | 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 (Queen's Park Charity) | Development & Partnerships Team | | | | X | X | X | | | | X |
| 32 | Events and Filming venue space review and benchmark | Review spaces 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 (Queen's Park Charity) | Development & Partnerships Team | X | | | X | X | X | | X | X | X |
| 33 | Interpretation and information signage | Continue to review, and where appropriate update or enhance, signage and interpretation in the Park, e.g. when works being done, new features, events etc. | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | X | | X | X | |
| 34 | Digital Platform Review | Review web based platforms alongside side COLC website and giving platform to maximise the audience reach and engagement for all four spaces. | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | X | | X | X | |
| 35 | CRM database for fundraising and donor pipeline and stewardship | Identify, and build a CRM, working alongside other NE charities that will aide the identification, stewardship and record keeping of donations and donors. as well as automate internal reporting | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | X | | X | X | |

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| 36 | Donor Stewardship Plan | Set out and implement a plan for donors including Major Donors, Corporate Partners, Regular Givers and Campaign Donors including comms and engagement, volunteering opportunities, events, e-newsletters/updates, impact reporting, benefits and renewal. | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | X | | X | X | |
| 37 | Fundraising FAQs, Case for Support & Policy | Develop an FAQ and Case for Support to back up funding applications and conversations. | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | X | | X | X | |
| 38 | Legacy strategy | Alongside bensh sponsorship, consult and develop a strategy to attract legacy support for the park | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | X | X | X | X | X |
| 39 | Online giving and technology review | Review and implement individual giving mechanisms and communications, including giving platform/website, and other tech methods (e.g. text to donate), plus signage and tap to give tech onsite, at events, benefits and newsletters for donors. | | | | | Local Risk (Queen's Park Charity) | Development & Partnerships Team | X | | X | X | X | X | X | X | X | X |
| 40 | Constabulary patrols of Queen's Park | Following recruitment of additional Constables, increase patrols and presence of Constabulary within Highgate Wood. | | | | | Local Risk (Queen's Park Charity) | Constabulary | X | | X | X | X | | X | X | X | |

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