



WIMBLEDON AND PUTNEY COMMONS

**Progress Report on Key Initiatives in
BUSINESS PLAN 2024 - 2027**

‘Wimbledon and Putney Commons will be an exemplar of conservation management, rich in wildlife whilst accessible and welcoming to all for exercise, quiet recreation and relaxation’.

Contents

	Page
1. Introduction	4
2. Strategic objectives, themes and key priorities	4
3. Achievements in the year ending 31 st March 2024	5
4. Initiatives for 2024 to 2027	10

1. Introduction

- 1.1 Wimbledon and Putney Commons Conservators (WPCC) is a body corporate, established under the Wimbledon and Putney Commons Act of 1871 ('the 1871 Act'), responsible for the management of 1,140 acres of public open space comprising Wimbledon Common (including Rushmere (formerly The Green), Putney Heath and the Richardson Evans Memorial Playing Fields (REMPF) as well as Putney Lower Common. These areas are jointly referred to as 'the Commons'.
- 1.2 The fundamental duty of WPCC, as set out in the founding legislation, is 'to keep the Commons for ever open and unenclosed and unbuilt on, and to protect the turf, gorse, timber, and underwood thereon; and to preserve the same for public and local use for purposes of exercise and recreation and other purposes'.
- 1.3 On 14 April 1972, WPCC was registered as a Charity with a founding objective 'to preserve the Commons as open spaces for purposes of unrestricted exercise and recreation and other purposes'. The Conservators act as trustees of the Charity.

2. Strategic Objectives and Themes

- 2.1 In June 2017, the WPCC Board ('the Board') approved the first ever Wimbledon and Putney Commons Strategy ('the Strategy'), following a recommendation from the 2014 Governance Review. The Strategy sets out both the broad vision and 62 Key Priorities for managing the Commons over the ten-year period from the 1st April 2018 to the 31st March 2028. It demonstrates the way in which WPCC will play its part in making this area of southwest London a great place to live, work and visit, contributing towards a world class city. (A copy of the Strategy can be downloaded [here](#).) The Strategy identifies two overarching long-term Strategic Objectives, which remain relevant for the purposes of this Business Plan and are set out in Figure 1 below.

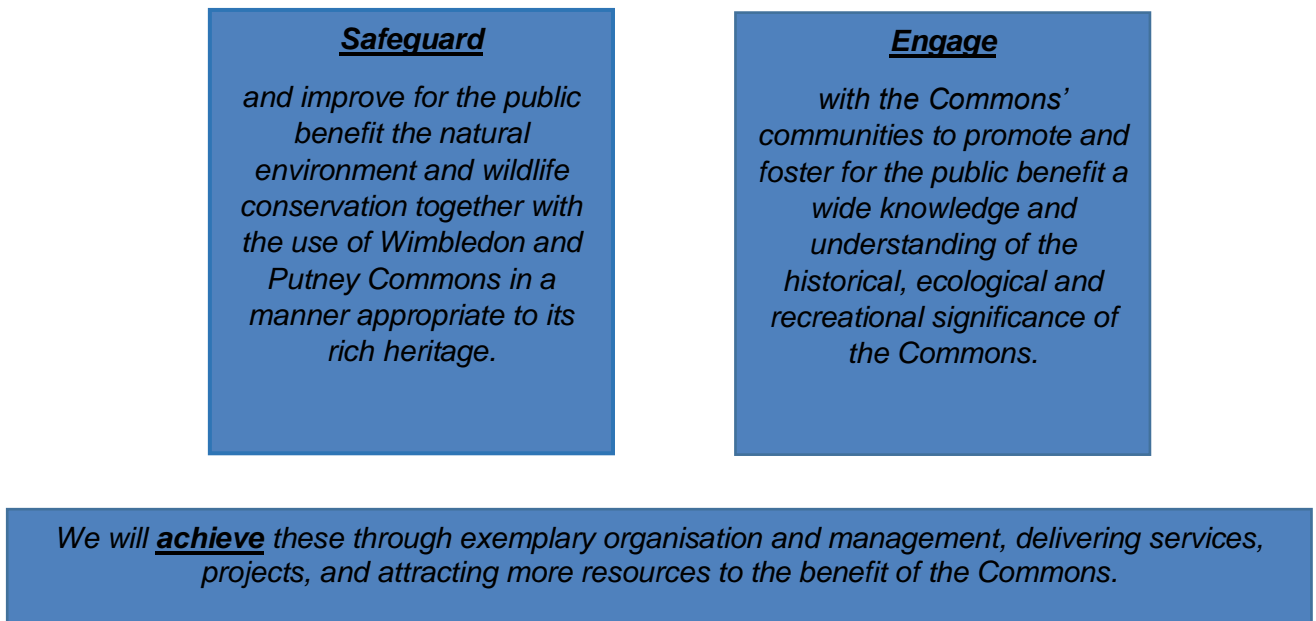


Figure 1 – WPCC Strategic Objectives

2.2 Within the Strategy, five Strategic Themes emerged (refer to Figure 2 below).

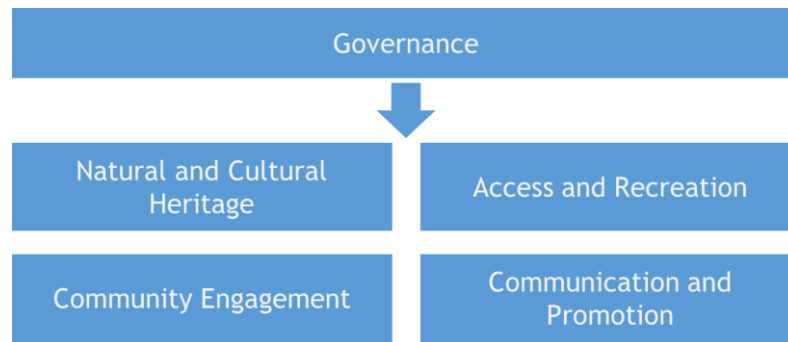


Figure 2 – Strategic Themes

2.3 It is within this strategic framework that individual initiatives, reflecting synergies and interdependencies across multiple Key Priorities, are progressed through the development of a rolling three-year Business Plan.

3. Achievements in the year ending 31st March 2024

3.1 The table below sets out the progress made in each of the 16 Initiatives agreed by the Board in April 2023, under each of the five Strategic Themes.

Initiative	Actions	Lead Responsibility	Progress During 2023/24
GOVERNANCE			
1.	<i>Consider amendments necessary to WPCC’s constitutional framework to enhance WPCC’s ability to achieve (A) a sustainable financial position and (B) its fundamental purpose of preserving, protecting and enhancing the Commons for the purposes of exercise and recreation</i>	Board and Constitution Committee	A draft section 73 scheme had been prepared for WPCC in 2020. In May 2022, the Chairman met with the Charity Commission who requested sight of the draft scheme, which the Board agreed to share with the Commission. The Commission subsequently wrote to WPCC agreeing that an application for a section 73 scheme could be submitted, either prior to or following public consultation. The Board agreed that public consultation should be undertaken prior to submitting an application.

			<p>The last phase of public consultation on proposals to increase the levy in order to cover (a) additional maintenance costs resulting from planned infrastructure/habitat improvements (b) the current deficit in the operational budget and (c) deferred works (which are nevertheless essential and cannot be postponed indefinitely) with all levy payers was undertaken in autumn 2023. Respondents to the consultation indicated overwhelming support (79%) for WPCC's proposal to increase the levy. The Board agreed to pursue the increase and the matter has been referred to DEFRA for consideration.</p>
2.	<i>Complete the Heritage Lottery funded Masterplan</i>	Board and Chief Executive	<p>A public consultation on Stage I of the draft Masterplan (the natural environment plus signage and bike racks) was undertaken on behalf of WPCC by independent consultants R4C in the autumn of 2022. The consultation sought the public's views on proposed habitat, access and signage projects. The consultation indicated strong support for all of proposals contained in the draft Masterplan. The Masterplan has been updated to reflect the consultation.</p> <p>Consultation on Stage II of the draft Masterplan (the built environment) has been deferred until greater clarity</p>

			in the constitutional position is achieved.
3.	<i>Develop WPCC's fundraising capacity to secure additional income for both capital and revenue projects</i>	Finance and Investment Committee and Chief Executive	<p>The Fundraising Strategy was completed by the new Fundraising Manager and agreed by the Board in April 2022.</p> <p>A number of successful grant applications/fundraising appeals have been completed during the year including:</p> <ul style="list-style-type: none"> An award of £14,290 from the London Mayor for a study to assess the feasibility of restoring Queensmere.
NATURAL AND CULTURAL HERITAGE			
4.	<i>Develop the Land Management Plan</i>	Wildlife and Conservation Forum/Conservation Officer	The Commons' Land Management Plan (LMP) has been completed and now needs adequate resourcing to implement.
5.	<i>Undertake a review of WPCC's environmental performance and draw up an improvement plan</i>	Board/Chief Executive	The CE is establishing a staff-led working group to oversee this work (any review/projects/spend will be commissioned by the CE). This work is planned for 2024/25.
6.	<i>Undertake a major habitat restoration/creation project</i>	Chief Executive/Conservation Officer	The survey work of Queensmere was carried out over the summer of 2023 and given the grant that has been awarded, the restoration work will be undertaken in late summer/autumn/winter 2024/25.
ACCESS AND RECREATION			
7.	<i>Progress plans to refurbish/replace REMPF Pavilion</i>	Chief Executive	The use of a section 105 order to authorise the rebuilding of the pavilion was unsuccessfully explored with

			the Charity Commission. Although low probability, WPCC has expressed interest in the possibility of acquiring the adjacent site (owned by Kingston University) should it ever to be considered for disposal.
8.	<i>Install new drainage at REMPF</i>	Chief Executive	This work is now planned for 2025/26 and 2026/27. Due to financial constraints, however the condition of the pitches needs improving as soon and finances allow. Unrestricted revenue funding will be used to investigate and resolve water draining from adjoining land and buildings.
9.	<i>Create circular cycling route and operating a campaign on responsible cycling on the Commons</i>	Chief Executive	This work is now planned for 2025/26 and we will look to work with local authorities/TFL to tie in with any larger schemes being proposed.
10.	<i>Identify priority paths for improvement, based around access for all and habitat protection, and carry out improvement work</i>	Chief Executive	Aside from emergency repairs which are undertaken by the Maintenance Department as needed, major improvements were made to the path alongside Windmill Road, Green Ride, and Inner Park Ride by contractors engaged by the charity. Furthermore, a leaf blower was also purchased.
11.	<i>Refurbish toilets at the Windmill Car Park</i>	Chief Executive	This work is now planned for 2025/26 at the earliest; the preferred option is to tie it into the Masterplan project looking at this area.
12.	<i>Restore horse rides</i>	Chief Executive	Improvements completed to Memorial Ride and Triangle by contractors engaged by the charity.

COMMUNITY ENGAGEMENT			
13.	<i>Expand volunteer capacity</i>	Conservation and Community Engagement Officer	The recently created Beverley Brook volunteer group continues to work, led by a member of the Maintenance Team.
COMMUNICATION AND PROMOTION			
14.	<i>Develop communication strategy</i>	Board/Chief Executive	The Communications Strategy is in development and the first draft will be brought to the Board later in 2024.
15.	<i>Install entrance signage at key access points and low-key signage within Commons</i>	Board/Chief Executive	This is now planned for 2024/25 and the Suffragette Memorial and Wimbledon in Sporting History (WiSH) projects will form part of it.
16.	<i>Develop a new suite of leaflets</i>	EA and Communications Officer	This initiative is now planned to commence in 2024/25.

Table 1 - Progress with Key Priorities 2024/25

4. Initiatives for 2024 to 2027

- 4.1 The Business Plan for the three-year period from 2024/25 - 2026/27 builds on the Business Plan prepared for the three-year period commencing 2021/22 that was developed following the 2021 triennial elections. It reflects the decision by the (at the time) newly constituted Board to focus on the natural landscape. This was in part due to a need to address the consequences of the increased footfall during the COVID pandemic, but also a recognition of the need to build resilience into habitats found on the Commons in the face of the threat of climate change. The Board agreed that the focus of this project should be the restoration of the Queensmere Pond. The 2024/25 - 2026/27 Plan includes a further major conservation project, the restoration of peat bog on the Commons. A number of projects have been removed post their completion whilst others, still on-going have been 'rolled over' from 2023/24 where it was not possible to complete the work in the previous financial year.
- 4.2 The Fundraising Manager, appointed in January 2022, has had good success in securing income for both project implementation and project development. There is an opportunity to build on this success and to progress projects within the Business Plan that are intended to be funded via grants, appeals and donations. The CE is proposing a new post of 'Conservation Ranger', who will join a new Conservation department. The team will be tasked to develop a pipeline of project to deliver projects identified in the Business Plan and the Land Management Plan (LMP) in addition to other duties, As per the note in the last Business Plan, inclusion of a significant number of grant funded projects within the Business Plan creates a high degree of uncertainty; in the majority of cases it is unclear when, or even if, we will succeed in securing income for any given project.
- 4.3 It is also proposed in some cases that WPCC uses some of its reserves as match funding to 'unlock' grants. The previous Business Plan has been based on an assumption that we will need to provide up to 25% of the cost for externally funded projects. In the fiscal year 2023/24 the use of using this 'match funding' had not been needed to secure grants and in the experience of the Chief Executive, this was unlikely be necessary in most cases and this has been assumed moving forward. However, there are some examples where 'feasibility studies' or similar should be funded from the Charity's unrestricted fund to reduce complexities with future projects and tendering work, such as with the site-wide signage project.
- 4.4 One of the most significant achievements over the past six years has been the potential amendment to WPCC's levy. The initiative was progressed through a three-phase programme culminating in a formal consultation in autumn 2023. Following the high level of public support that was indicated through the formal consultation in 2023, the Board resolved to pursue an increase in the levy in line with the proposal set out in the consultation document and has referred the matter to DEFRA for consideration by the Secretary of State.
- 4.5 A number of other areas of uncertainty should be noted. Whilst the Charity Commission has now agreed that WPCC can submit an application for a section 73 scheme, the process and timescales involved are still unclear. The redevelopment of the REMPF Pavilion is dependent on regularisation of buildings constructed on the Commons since 1871. Regularisation will be a key plank of any section 73 scheme and therefore without such a scheme, the redevelopment of the Pavilion is unlikely to proceed.
- 4.6 In order to address a number of matters the Charity is facing or work that is required, a new post of Conservation Ranger has been proposed in the Business Plan 2024/25 – 2026/27. This post would work as part of a new 'Conservation Department' led by the Conservation and Engagement Officer. The new post will increase the Charity's capacity to deliver the works to the natural environment and the department would oversee a number of important stands of work, including mapping, conservation projects and being a single point of contact with the Rural Payments Agency.
- 4.7 **As noted above, a number of the projects in Year1, Year 2 and Year 3 are dependent on grants and fundraising (restricted funding). It is highly unlikely that we will be successful in securing funding for all of these projects. Therefore, not all projects will progress as set out in the**

timetable. Those with funding will proceed and those without funding will be postponed until a later date, probably beyond the period of this plan.

GOVERNING WIMBLEDON AND PUTNEY COMMONS	
1.	<i>Consider amendments necessary to WPCC’s constitutional framework to enhance WPCC’s ability to achieve (A) a sustainable financial position and (B) its fundamental purpose of preserving, protecting and enhancing the Commons for the purposes of exercise and recreation</i>
<i>What success looks like</i>	<p>A. Consultation Process - `WPCC completes a three-phase public consultation:</p> <p>Phase 0 – preliminaries</p> <p>Phase I – concepts and principles</p> <p>Phase II – proposed text</p> <p>This achieves the requirements of the Department of Digital, Culture, Media and Sport (DCMS) and the Charity Commission that a “meaningful and proportionate” consultation exercise be undertaken to ascertain the views of stakeholders, particularly those likely to be affected, in advance of the formal submission on the proposed changes to the constitutional framework.</p> <p>Having successfully carried out the three-phased consultation on amending the levy and referred the matter for approval to DEFRA, WPCC’s role in this initiative is now focused on supporting DEFRA’s approval process.</p> <p>The remaining consultation process includes the following two areas that have been identified for constitutional change:</p> <ol style="list-style-type: none"> 1. Regularisation and clarification of buildings and land, including: <ol style="list-style-type: none"> i. assessment of the land-use changes between the 1871 map and 2022 map of the Commons to be used in support of the regularisation of the Commons including both the natural and built environments; ii. clarification of various powers (including those that have been exhausted) relating to both land and buildings.

	<p>2. Modernisation of WPCC's governance arrangements and election procedures:</p> <p>i. updating of the governance provisions based on the Charity Commission's form of constitution for a CIO (Foundation Model), suitably adapted.</p> <p>B. Engagement Process - Conservators engage and gain the support of the relevant authorities regarding constitutional reform:</p> <p>i. await response from the Secretary of State for DEFRA regarding the rebasing of WPCC's Special Levy;</p> <p>ii. seek consent from the Charity Commission and DCMS to adopt the draft Scheme under section 73 of the Charities Act 2011 (to be prepared by WPCC) to regularise the position on buildings and land and modernise WPCC's governance arrangements.</p>
Lead	Board and Constitution Committee
Risks	<ul style="list-style-type: none"> • Potential for the process to be undermined through use of social media and misinformation undermining WPCC's objectives in amending the constitutional framework. • Secretary of State for DEFRA does not support an increase of the WPCC Special Levy.
Actions/Milestones: PRIORITY A – Levy	<p>Rebasing of the levy</p> <p>A. Receive decision from the Secretary of State for DEFRA Statutory Instrument is agreed rebasing is implemented.</p>
Actions/Milestones: PRIORITY B – Land and Buildings	<p>Regularisation and clarification of buildings and land by obtaining a section 73 scheme remaining WPCC's preferred option:</p> <p>Bi. Clarify opinion on building in enclosures</p> <p>Bii. Complete additional mapping work on Commons - 1871 v 2022.</p>
Actions/Milestones: PRIORITY C – Governance Arrangements	<p>Modernisation of governance arrangements:</p> <p>Ci. Plan and undertake public consultation on changes set out in draft section 73 scheme</p> <p>Cii. Secure political support for proposed changes to Constitution</p> <p>Ciii. Submit application to Charity Commission.</p>

<p>Cost (unrestricted)</p> <p>2024/25 - £10,750</p> <p>2025/26 - £18,850</p> <p>2026/27 - £16,000</p>	<p>The following costs are estimates and would be subject to confirmation:</p> <p>Bi. Clarify opinion on building in enclosures</p> <p>Bii. Complete additional work on mapping Commons - 1871 v 2022</p> <p>Ci. Progress changes to constitution via section 73 including securing political support and finalising the section 73 scheme</p> <p>Cii. Progress changes to constitution via section 73 including undertaking a public consultation.</p>
<p>2</p>	<p><i>Amend the Byelaw 6 (allowing more than four dogs to be walked together) to enhance WPCC’s ability to achieve (A) compliance with its duties under Charity law and (B) its fundamental purpose of preserving, protecting and enhancing the Commons for the purposes of exercise and recreation and implement licensing regime for commercial users of the Commons</i></p>
<p><i>What success looks like</i></p>	<p>WPCC is able to meet its duties under Charity law and its purpose of preserving, protecting and enhancing the Commons for the purposes of exercise and recreation</p>
<p><i>Lead</i></p>	<p>Board and Chief Executive</p>
<p><i>Risks</i></p>	<ul style="list-style-type: none"> • DEFRA is unwilling or unable to amend the Byelaw 6 • Those affected (personal trainers and commercial dog walkers) publicly campaign against the proposal.
<p><i>Actions/milestones</i></p>	<ol style="list-style-type: none"> i. Agree internally changes to the Byelaw 6 regarding the walking of dogs in groups of more than four ii. Seek approval in principle with DEFRA to change byelaws iii. Liaise with staff about the change and affected stakeholders (commercial dog walkers and personal trainers) iv. Implement licences for commercial users.
<p>3.</p>	<p><i>Complete the Heritage Lottery funded Masterplan</i></p>
<p><i>What success looks like</i></p>	<p>A completed realistic and appropriate Masterplan which is fundable and has the support of the Board, staff and the public is developed.</p>
<p><i>Lead</i></p>	<p>Board and Chief Executive</p>
<p><i>Risks</i></p>	<ul style="list-style-type: none"> • Masterplan fails to achieve public support

	<ul style="list-style-type: none"> • WPCC is unable to secure funding, either through a levy increase or fundraising to implement the plan.
Actions/milestones	<ol style="list-style-type: none"> Engage consultant to undertake Stage II consultation on the Masterplan, to include buildings and car parks – timing TBC.
4.	<i>Develop WPCC's Fundraising Capacity to Secure Additional Income for both Capital and Revenue Projects</i>
What success looks like	More funds are secured.
Lead	Chief Executive
Risks	Less funding available for capital and revenue projects
Actions/milestones	<ul style="list-style-type: none"> • Secure funding for the recruitment for a new 'Conservation Ranger' post and creation of a 'Conservation Department' • Work up new projects to deliver aspects of the land.
NATURAL AND CULTURAL HERITAGE	
5.	<i>Compete the Land Management Plan (LMP)</i>
What success looks like	A completed plan is developed that sets ambitious targets for habitat restoration/enhancement, is 'user-friendly' and has the support of the Board, staff, the Wildlife and Conservation Forum and the public.
Lead	Wildlife and Conservation Forum/Conservation Officer
Risks	<ul style="list-style-type: none"> • No significant risks.
Actions/milestones	<ol style="list-style-type: none"> Produce and publish summary plan (April/May 2024)
6.	<i>Undertake review of WPCC's environmental performance and draw up an improvement plan</i>
What success looks like	A plan that clearly identifies meaningful environmental improvements, which can realistically be achieved with the resources available to WPCC, is developed and implemented.
Lead	Board/Chief Executive
Risks	<ul style="list-style-type: none"> • No significant risks
Actions/milestones	<ol style="list-style-type: none"> Identify consultants Obtain quotes Appoint consultants

	<ul style="list-style-type: none"> iv. Produce report v. Review and implement
7a.	<i>Undertake major habitat restoration/creation project – pond restoration</i>
<i>What success looks like</i>	Habitat and populations of important species are significantly improved along with a raised awareness amongst the public of the ecological importance of the Commons.
<i>Lead</i>	Chief Executive/Conservation and Engagement Officer
<i>Risks</i>	<ul style="list-style-type: none"> ● Funding is not available/funding bid unsuccessful ● WPCCC fails to meet funders targets and required to return funding.
<i>Actions/milestones</i>	<ul style="list-style-type: none"> i. Appoint contractor ii. Complete works iii. Add any additional management requirements to the LMP iv. Add any additional monitoring requirements to the biological monitoring plan.
7b.	<i>Undertake major habitat restoration/creation project – bog restoration</i>
<i>What success looks like</i>	Habitat and populations of important species are significantly improved along with a raised awareness amongst the public of the ecological importance of the Commons.
<i>Lead</i>	Chief Executive/Conservation and Community Officer
<i>Risks</i>	<ul style="list-style-type: none"> ● Funding is not available/funding bid unsuccessful ● WPCCC fails to meet funders targets and required to return funding.
<i>Actions/milestones</i>	<ul style="list-style-type: none"> i. Submit funding application ii. Obtain further quotes iii. Appoint contractor iv. Complete works v. Add any additional management requirements to the LMP vi. Add any additional monitoring requirements to the biological monitoring plan.
8.	<i>Grow Conservation Department</i>
<i>What success looks like</i>	The SSSI gains 'favourable' condition status in good time.
<i>Lead</i>	Chief Executive and Conservation and Engagement Officer

Risks	<ul style="list-style-type: none"> i. Failure to return the SSSI into 'favourable' in good time ii. Failure to deliver the Land Management Plan (LMP) iii. Failure to understand the impact of delivering the LMP on key species iv. Failure to maximise securing income for work/projects in the Land Management Plan (LMP) Loss of Rural Payment Agency Grant.
Actions/milestones	<ul style="list-style-type: none"> i. Recruit Conservation Ranger, reporting to Conservation and Engagement Officer ii. Team to become single point of contact for the Rural Payments Agency to streamline this process (the Chief Executive would still be ultimately accountable) iii. Team to take the lead on developing, overseeing conservation 'projects' and develops a pipeline of new projects that support the delivery of the Land Management Plan (LMP), working with the Fundraising Manager (who will seek funding), this would include: <ul style="list-style-type: none"> • Work with a registered ecologist to undertake a baseline survey non-SSSI habitats for Biodiversity Net Gain • Maximise opportunities for Biodiversity Net Gain* projects • Develop non-Biodiversity Net Gain projects that funding can be secured for. iv. Establish a mapping system for the Charity (which might or might not use the existing mapping software) that can be used to map species, habitats and their extent and support other staff with mapping (buildings/assets, tree safety works, paths, rides, benches) v. Explore a member of the team being supported to become a qualified ecologist.
9.	<i>Undertake a hydrology study</i>
<i>What success looks like</i>	<p>A. An understanding of the pooling and flow of water across the Commons, which will ensure th following, is developed:</p> <ul style="list-style-type: none"> i. Paths and rides are protected from water erosion ii. Water flow is directed to create new habitats like seasonal ponds, ditches and wet woodlands iii. Pooling of water is reduced in unwanted areas iv. REMPF suffers less from water run-off.

Lead	Chief Executive/Conservation and Engagement Officer
Risks	<ul style="list-style-type: none"> • Current and new paths are damaged through water erosion and pooling • Public disillusionment results from damage to new paths (following public fundraising appeal) and old paths being made inaccessible.
Actions/milestones	<ol style="list-style-type: none"> Development specification for tender/quotes Tender work Award work Receive report and recommendations Develop plan to implement recommendations, including develop new project plans if external funding is required.
10.	<i>Deliver Putney Lower Common improvements (legacy project)</i>
What success looks like	The biodiversity of Putney Lower Common is enhanced through utilisation of underspent restricted funds from legacy projects.
Lead	Chief Executive/Conservation and Engagement Officer
Risks	None
Actions/milestones	Activity and spend occurring over fiscal years 2023/24 and 2024/25 (and may even be complete before 2024/25)
ACCESS and RECREATION	
11.	<i>Progress plans to refurbish/replace REMPF Pavilion</i>
What success looks like	Whilst the ultimate goal is to replace the existing Pavilion with a new modern sports facility, success would be to establish the lawfulness of the existing building, with completed plans for a new building which have the support of the users/public and with a funding strategy for the building in place.
Lead	Chief Executive
Risks	<ul style="list-style-type: none"> • Lawfulness of current building is difficult to establish making investment in new building too high risk • The level of funding required for the new building is not available.
Actions/Milestones	<ol style="list-style-type: none"> Continue to liaise with Charity Commission regarding the potential for a section 73 scheme in order to establish lawfulness of the existing building and a power to rebuild

	<ul style="list-style-type: none"> ii. Continue to investigate potential for obtaining declaratory relief iii. Continue to investigate availability and feasibility of alternative sites not currently subject to the WPC Act 1871.
12.	<i>Install new drainage at REMPF</i>
<i>What success looks like</i>	Well-drained football and rugby pitches that are useable all year-round are in place.
<i>Lead</i>	Chief Executive
<i>Risks</i>	<ul style="list-style-type: none"> ● Funding is unavailable for the project ● Drainage system is poorly specified or constructed leading to little improvement on the current situation
<i>Actions/milestones</i>	<ul style="list-style-type: none"> i. Identify sources and levels of available funding ii. Draw up specification for the works and obtain quotes iii. Submit funding application(s) iv. Undertake works (this will need to be during the late spring/early summer in order to avoid the football/rugby season).
13.	<i>Create circular cycling route and operating a campaign on responsible cycling on the Commons</i>
<i>What success looks like</i>	Development of an easy to maintain, popular, family friendly off-road cycling route used safely and responsibly.
<i>Lead</i>	Chief Executive
<i>Risks</i>	<ul style="list-style-type: none"> ● Funding is not available ● New route encourages a level or type of cycling which becomes a nuisance to other users of the Commons ● WPCCC fails to meet funders' targets and is required to return funding.
<i>Actions/milestones</i>	<ul style="list-style-type: none"> i. Review existing cycle network and identify appropriate route for circular cycle path ii. Draw up specification and obtain quotes iii. Identify potential sources of funding iv. Submit funding application

	<ul style="list-style-type: none"> v. Engage contractor and complete work vi. Develop and launch responsible cycling campaign.
14.	<i>Deliver path improvement works</i>
<i>What success looks like</i>	A limited network of well-defined paths that are useable by people of all abilities and in all weather conditions are delivered.
<i>Lead</i>	Chief Executive
<i>Risks</i>	Funding not available
<i>Actions/milestones</i>	<ul style="list-style-type: none"> i. Identify paths requiring work to improve access for all or to help protect adjacent habitat ii. Draft specification for works iii. Obtain at least one estimate for work iv. Submit funding application(s) v. Undertake path improvement work
15.	<i>Refurbish toilets at the Windmill Car Park</i>
<i>What success looks like</i>	Modern, hygienic and easy to clean toilet facilities for use by the public are available.
<i>Lead</i>	Chief Executive
<i>Risks</i>	No significant risks
<i>Actions/milestones</i>	<ul style="list-style-type: none"> i. Draw up specification ii. Obtain three quotes iii. Complete work.
16.	<i>Restore horse rides</i>
<i>What success looks like</i>	Sections of resurfaced horse rides providing much improved access not only for riders but for all users are delivered.
<i>Lead</i>	Maintenance Manager
<i>Risks</i>	<ul style="list-style-type: none"> • Breakdown of relationship with Wimbledon Village Stables (WVS) • Funding not spent in time • Horse riders uses paths other than rides.
<i>Actions/milestones</i>	<ul style="list-style-type: none"> i. Identify priority paths in liaison with WVS ii. Obtain quotes and appoint contractor iii. Complete works.

COMMUNITY ENGAGEMENT	
17.	<i>Expand volunteer capacity</i>
<i>What success looks like</i>	A large, fully engaged, diverse and mainly self-sufficient volunteer force working on targeted areas of the Commons freeing up the staff team to address other priorities is in place. In addition, a corporate volunteering programme which generates modest income is implemented.
<i>Lead</i>	Conservation and Engagement Officer and Conservation Ranger
<i>Risks</i>	<ul style="list-style-type: none"> • Volunteer leaders are not forthcoming, limiting our ability to expand the volunteer team.
<i>Actions/Milestones</i>	<ol style="list-style-type: none"> Review and update volunteering strategy (done as part of the Master Planning exercise) Develop volunteer opportunities including establishing new volunteer groups Identify and train potential group leaders Develop and market corporate volunteering offer Increase our number of volunteers helping with species recording, public engagement (such as around the skylark nesting area) in addition to conservation work parties Develop a proposal for monitoring key 'indicator' species within the habitats (that are part of the SSSI/SAC designation), these 'indicator' species will be a proxy indicator for the quality of the habitat enabling us to understand impact of implementing the Land Management Plan (LMP).
18.	<i>Develop and deliver Study School memorial</i>
<i>What success looks like</i>	A memorial for the Study School in respect of all those affected including the two girls who lost their lives, that is fitting and respectful that complies with the various compliance requires of a SSSI is developed and implemented; it is envisaged the memorial would be some kind of planting (which cannot be on the acid grassland).
<i>Lead</i>	Chief Executive and Conservation and Engagement Officer
<i>Risks</i>	<ul style="list-style-type: none"> • Due to the constraints of the SSSI designation, the project unable to proceed.

Actions/Milestones	<ol style="list-style-type: none"> i. Define parameters of the project ii. Define the possible location iii. Agree the project.
19.	<i>Establish dog walking liaison group</i>
What success looks like	The Charity has a well developed communication channel with people who walk their dogs and commercial dog walkers on the Commons; the initiative is a precursor to the commencement of charging commercial dog walkers.
Lead	Chief Executive and EA and Communications Officer
Risks	<ol style="list-style-type: none"> i. Lack of engagement with this key stakeholder group ii. Difficult and unproductive relationship.
Actions/Milestones	<ol style="list-style-type: none"> i. Agree terms of reference for the project and group ii. Establish mailing list iii. Establish liaison group and hold first meeting.
Costs	Small but uncoded amount of staff time.
COMMUNICATION AND PROMOTION	
20.	<i>Develop communications strategy</i>
What success looks like	A clear plan setting out a strategic approach to all of our external communications including the website, social media, media releases, newsletters, signage and leaflets which assists is in communicating key long, medium and short-term messages is in place.
Lead	Board/Chief Executive
Risks	<ul style="list-style-type: none"> ● No significant risks
Actions/Milestones	<ol style="list-style-type: none"> i. Agree scope and outcomes of the project ii. Define roles iii. Identify consultants and obtain fee quote iv. Develop draft strategy and implement.
21.	<i>Install entrance signage at key access points and low-key signage within Commons</i>
What success looks like	Signage that is attractive, eye-catching but appropriate to the setting at popular entrances to the Commons, which communicates key messages to the public regarding use of the land, giving visitors a better understanding of the value of the Commons and of their responsibilities when visiting is developed and implemented.

Lead	Board/Chief Executive
Risks	<ul style="list-style-type: none"> ● Funding is not available ● WPCC fails to meet funders' targets and is required to return funding.
Actions/Milestones	<ol style="list-style-type: none"> i. Audit existing signage and the messages being communicated via that signage ii. Identify locations for additional signage iii. Define the key information and messages to be included (with reference to existing signage identified during the audit) iv. Shortlist and select designers/manufacturers v. Seek Board approval vi. Secure grant funding vii. Commission designers/manufacturers viii. Complete and install signs ix. Publicise signage.
22.	<i>Develop a new suite of leaflets</i>
What success looks like	An informative suite of leaflets providing key facts/guidance in relation to various aspects of the Commons which are readily available and result in visitors being better informed about the Commons and how they use them is developed.
Lead	Board/EA to the Chief Executive and Communications Officer
Risks	No significant risks
Actions/Milestones	<ol style="list-style-type: none"> i. Identify leaflets to be produced (suggest wildlife and conservation, dogs, cycling) ii. Define key messages to communicate and draft text/source images iii. Select designer iv. Design and produce leaflets v. Publicise. <p>Suggested order of production:</p> <ol style="list-style-type: none"> 1. Wildlife and Conservation – 2022 2. Dogs – 2022

3. Cycling – to coincide with new cycle route