



WIMBLEDON AND PUTNEY COMMONS PROGRESS REPORT ON KEY INITIATIVES 2020 – 2023

June 2020

***“Wimbledon and Putney Commons
will be recognised as an exceptional and
welcoming natural place for visitors
where wildlife thrives”***

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 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, 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 uninclosed 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.

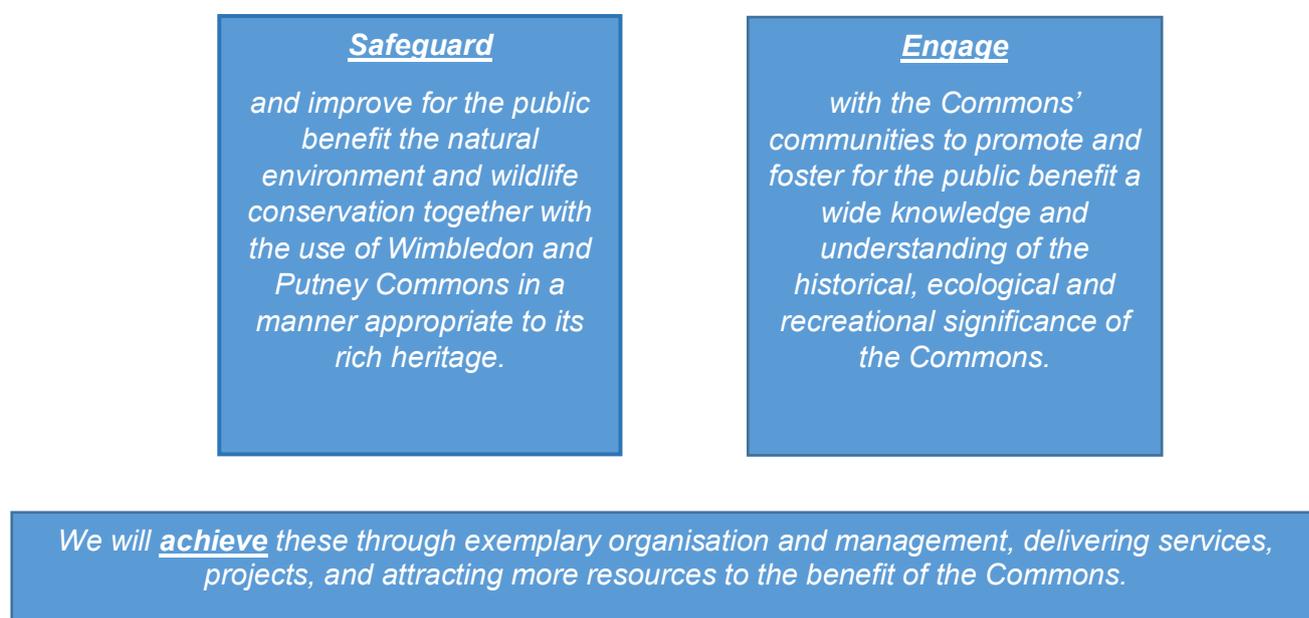


Figure 1 – WPCC Strategic Objectives

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

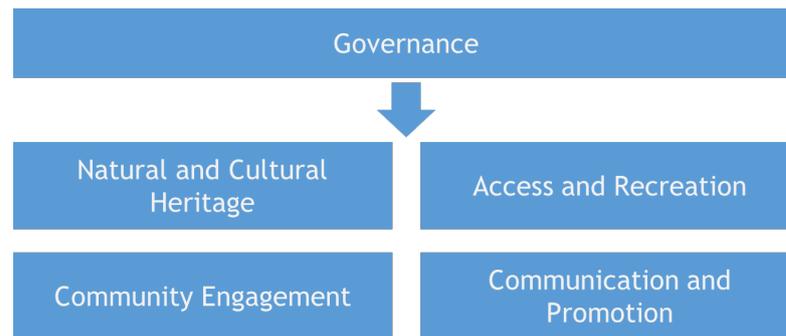


Figure 2 – Strategic Themes

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 ended 31st March 2020

3.1 The table below sets out the progress made in each of the 20 Initiatives agreed by the Board in April 2019, under each of the five Strategic Themes.

Initiative	Actions	Lead Responsibility	Progress During 2019/20
GOVERNANCE			
1.	<i>Bring to a close the Statutory Inquiry.</i>	Board	<p>Bringing the Charity Commission's Statutory Inquiry, opened on 18 August 2016, to a close remains WPCC's highest priority and to that end the Conservators have worked with the Charity Commission to support the inquiry and have also put in place a number of measures to bolster governance of the charity.</p> <p>Following the completion of the investigative phase of the inquiry, the Charity Commission issued a draft Statutory Inquiry Report on 17 April 2019 on a confidential basis to an undisclosed number of people for the purposes of confirming factual accuracy. In response to the draft report, the Charity Commission reported that a large number of detailed representations had been received and as such an extended time period was required to consider the representations.</p> <p>On 11 February 2020, a further version of the Statutory Inquiry Report was issued again on a confidential basis to an undisclosed number of people, together with a statement that the final report would follow. The Charity Commission subsequently reported that publication of the final report would be delayed due to a potential legal challenge. A further version of the Statutory Inquiry Report was issued again on a confidential basis to an undisclosed number of people on 17 March 2020, in response to which the Charity Commission has received further representations and as such has announced that publication of the final report has been delayed. Given the situation, WPCC is unable to provide guidance on anticipated publication timescales of the final report.</p> <p>In terms of strengthening governance arrangements, the Conservators recognised the value in clarifying certain election procedures, a matter addressed by the Charity Commission as part of the inquiry, and as a result have agreed 'in-principle' new Election Guidelines to be published, subject to the outcome of the final report from the Charity Commission. In addition, and as noted above, the Conservators recognised the opportunity to implement a number of other measures, notably the Access Framework, Code of Conduct and Complaints</p>

Initiative	Actions	Lead Responsibility	Progress During 2019/20
			Procedure to provide further resilience for the organisation in governance related processes.
2. 3.	<p><i>Consider amendments necessary to WPCC's constitutional framework to enhance WPCC's ability to achieve its fundamental purpose of preserving, protecting and enhancing the Commons for the purposes of exercise and recreation.</i></p> <p><i>Achieve financial stability for the Charity.</i></p>	Board	<p>A. Regularisation of Assets B. Amendment of WPCC Special Levy C. Updating the WPCC Constitution</p> <p>Following approval of the Business Plan in April 2019, a considerable amount of resource was invested in preparing a fully detailed options matrix setting out the procedural route, potential outcomes, risks and resources in pursuing potential amendments to WPCC's constitution in the above three areas. The work was supported by two barristers who serve as external members of the Constitution Working Group (CWG) and also by a Parliamentary Agent. Support in principle for a Scheme was granted by the Charity Commission.</p> <p>In December 2019, the Board resolved to commence consultation on potential constitutional reform by way of a Scheme under section 73 of the Charities Act 2011 under DCMS (Items A and C) and by way of a separate Statutory Instrument under DEFRA (Item B).</p> <p>The Board agreed that the consultation process to understand the views of stakeholders regarding potential amendments to WPCC's constitutional framework would be conducted by an independent party and would be carried out in two formal phases. The preliminary phase of this process commenced in December 2019 through the publication of the Board's resolution, discussion at WPCC's December 2019 Open Meeting and informal meetings and discussions with various groups including the Stakeholder Group.</p> <p>The barrister specialising in charity law who serves as an external member of the CWG was appointed to advise on the consultation process necessary to elicit views from the public on Items A and C. The Board also agreed that a parliamentary agent be invited to submit a quotation to advise on and support WPCC on the process for potentially increasing the WPCC Special Levy (Item B).</p> <p>In support of the consultation exercise, a significant amount of analytical work was carried out to support the regularisation and</p>

Initiative	Actions	Lead Responsibility	Progress During 2019/20
			<p>clarification of land and building issues and also to support any potential increase to the WPCC Special Levy. In addition, areas of the constitution relating to governance arrangements were reviewed for the purposes of identifying practical issues requiring amendment.</p> <p>An independent consulting firm was appointed in March 2020 following a competitive tendering process to independently manage the consultation process that would take place in two phases, commencing in mid-April 2020.</p> <p>Meetings and discussions with MPs for both Putney and Wimbledon were held throughout the year to provide progress updates and understand early views and concerns. A meeting with the MP for Richmond Park remains outstanding.</p> <p>In parallel, and as mentioned above, the Board also continued work on the development of an Access Framework enabling requests for access to Wimbledon and Putney Commons to be considered in a comprehensive, consistent and structured manner that respects the duties, powers and prohibitions that govern the Commons as set out in the relevant legislation. A final draft was approved at the 6th April 2020 Board meeting and has been published on WPCC's website.</p>
4.	<i>Undertake a review of staff remuneration.</i>	Finance and Investment Committee	<p>Following a tendering exercise an independent HR consulting firm was appointed to undertake a remuneration review. This process has been overseen by the Finance and Investment Committee who put in place a strategic set of objectives to underpin the review.</p> <p>The work remains in progress and any changes that would be proposed would be subject to full consultation with the staff.</p>
5.	<i>Recruit a new DEFRA Appointed Conservator.</i>	Board	<p>Following a request from Dr Ros Taylor that her term of office end in May 2020 and following the approval of DEFRA for the process to be adopted in appointing a new Conservator, Dr Taylor has agreed to remain in post until the autumn of 2020. This is welcome news providing continuity for the major events taking place over the summer and the monitoring work undertaken by the Wildlife and Conservation Forum.</p>

Initiative	Actions	Lead Responsibility	Progress During 2019/20
6.	<i>Invest in IT and website (assuming procurement of a high-speed fibre cable).</i>	Senior Leadership Team	<p>WPCC's IT consultants prepared a new roadmap for the organisation setting out a vision for WPCC based on 24/7 unhindered access to all systems allowing for agile working from any location with full resilience (including immediate recovery) and enhanced data protection. The vision also addressed the need to keep WPCC's infrastructure and associated assets fully up-to-date utilising the latest technology to meet WPCC's business needs.</p> <p>The key to achieving the vision was an upgrade of WPCC's internet connectivity to 'Full Fibre' involving the installation by British Telecom (BT) of new cabling and ducting from Parkside to the Ranger's Office, a distance of over 1,000 metres. Delivery of this infrastructure proved quite challenging for BT but ultimately was achieved and subsidised by a government grant scheme to support infrastructure improvements. The new 'Full Fibre' cable was finally installed in late 2019 and has enabled a new higher speed firewall and new centralised server to be installed. All computers have been upgraded or replaced to enable migration to Windows 10. These works have improved the resilience for disaster recovery processes.</p>

NATURAL AND CULTURAL HERITAGE

7.	<i>Continue the preparation of a Land Management Plan to support the on-going sustainable management of the Commons.</i>	Senior Leadership Team	<p>For the sixth consecutive year, the Wildlife and Conservation Forum, through the efforts of our dedicated volunteers and staff, have produced an annual Ecological and Environmental Monitoring Report for 2019. A copy of the report can be found here.</p> <p>A consultation process was undertaken during the summer and autumn of 2019 to elicit the views of the public on what they feel are the most important and least important attributes of the Commons. Some 500 responses were received and are currently being analysed. The first chapter of the Land Management Plan has also now been prepared and has been submitted to the Wildlife and Conservation Forum for review.</p>
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Initiative	Actions	Lead Responsibility	Progress During 2019/20
8.	<i>Work with other open space partners to support the management of habitats including our conservation volunteers, London Wildlife Trust, South East Rivers Trust, Friends of Barnes Common, National Trust and Richmond Park.</i>	Senior Leadership Team/ Wildlife and Conservation Forum	In September 2019, WPCC was delighted to learn that its work with partners was recognised as being integral to receiving the prestigious 'London in Bloom Common of the Year 2019' award for Wimbledon Common. This was in addition to gold awards to each of Putney Lower Common and Wimbledon Common. Work has continued with the South East Rivers Trust to progress the enhancement of habitats along Beverley Brook. A number of monitoring and litter clearance sessions have taken place. A revised Memorandum of Understanding is being prepared with the London Wildlife Trust for the management of Farm Bog. This will enable a new management plan for this important and rare habitat to be prepared.

ACCESS AND RECREATION

9.	<i>Strengthen opportunities to promote the health/well-being/recreational and educational potential of the Commons.</i>	Board	Unfortunately, as a result of funding constraints, Transport for London was unable to progress the improvement of several 'quietway' routes across the Commons, including the unmade path along Beverley Brook. WPCC is, however, working with other partners in the hope of securing financial support for these works. In addition, it is proposed that the £20,000 of funds raised through the Friends of Wimbledon and Putney Commons during 2019/20 be put towards this initiative if required.
10.	<i>Improve REMPF Pavilion and sports facilities and enhance this area as a major gateway onto the lower part of Wimbledon Common.</i>	Board	Following the award of the National Lottery Heritage Fund (NLHF) grant (see Initiative 18 below), the Board agreed to extend the brief to better understand the potential CapEX and OpEX for the REMPF pavilion. Following a competitive tendering exercise, an architectural consulting firm were appointed alongside Barker Langham to prepare a RIBA Stage 1+ Feasibility Study on the REMPF pavilion.
11.	<i>Restore the Maintenance Centre and REMPF Depots.</i>	Senior Leadership Team	Following a competitive tendering exercise, a contract was awarded to replace the existing asbestos roof on the Maintenance Centre with a new Kingspan insulated roof. The Maintenance Team was relocated

Initiative	Actions	Lead Responsibility	Progress During 2019/20
			<p>to a base in the Information Centre whilst the works were undertaken. The opportunity was also taken to upgrade the welfare facilities at the Maintenance Centre, which were in an unacceptable state. The asbestos flooring in the mess room, which was in a very poor state, was replaced and a new kitchen and bathroom facilities were installed. At the REMPF workshop, a new internal wall was constructed to help stop the ingress of water and provide improved security. The welfare facilities for the staff have also been completely refurbished with new dedicated office, kitchen and storage facilities.</p>
COMMUNITY ENGAGEMENT			
<p>12.</p> <p>13.</p>	<p><i>Understand perceptions of Commons via surveys.</i></p> <p><i>Develop and implement visitor metrics.</i></p>	<p>Board</p>	<p>Barker Langham as part of their work on the NLHF project (see Initiative 18 below) prepared a Visitor Research Report from on-site and self-selecting on-line surveys. A total of 239 responses to the on-site surveys were collected in addition to 240 from the self-selecting on-line surveys. The results showed that the majority of visitors to the Commons live locally and that those who use the Commons do so frequently and regularly. Exercise for both people and dogs came through strongly in the respondents' reasons for visiting the Commons. Respondents also identified the Commons as a place to enjoy nature and spend time with friends and family. The Commons were valued for their openness, nature and wildness, and for providing an 'escape' from city life.</p> <p>Significant investigations were undertaken during 2019/20 to appoint specialist consultants to gather information on user metrics. The work aimed to replicate the surveys undertaken in 1976, which is the last time any quantitative measurements of visitor numbers have been gathered. This work is now proposed to take place in 2021 and will support the evidence necessary to potentially increase the Levy and also provide valuable information for management purposes. The COVID-19 crisis has demonstrated the value of visitor metrics for the purposes of deploying WPCC's resources efficiently.</p>

Initiative	Actions	Lead Responsibility	Progress During 2019/20
14.	<i>Develop a structure to deliver and increase volunteering opportunities.</i>	Senior Leadership Team	Voluntary time for the year totalled 3,908 hours, representing almost two additional full-time members of staff. The 'Saturday scrub bashers' have undertaken 376 hours of volunteering, restoring large areas of the heathland. The new estates team who meet mid-week has undertaken 189 hours work. The litter volunteering scheme has delivered over 1,185 hours of volunteering. Other volunteer groups have delivered 1,338 hours of volunteering. Students taking part in the Duke of Edinburgh Awards scheme have undertaken 285 hours volunteering, whilst a work experience placement within the Maintenance Team delivered 56 hours work. One volunteer supporting the Walking for Health Scheme has delivered 50 hours of volunteering, whilst another volunteer undertook 85 hours work analysing the results of the commercial dog walking survey. Volunteering is now firmly embedded into the work of the Charity.
15.	<i>Initiate a Supporters of the Commons group to raise the profile of the Commons and assist fund raising, including support for the 150th anniversary of the passing of the 1871 Act.</i>	Board	In April 2019, the Board agreed the basis for establishing the Friends of Wimbledon and Putney Commons as a Conservator-led, integral part of WPCC rather than as a separate organisation. Over the summer period, considerable work was undertaken to upgrade the WPCC website to facilitate an on-line membership service, utilising Stripe as the payment facility. In September 2019 the Friends of Wimbledon and Putney Commons was launched. On the evening of Friday 20th September 2019, the first Friends of Wimbledon and Putney Commons event was held on Wimbledon Common in front of a gathering of 125 Friends with the Right Honourable Justine Greening MP and Stephen Hammond MP in attendance. This special evening celebrated the historic links between the Commons and the London Scottish Regiment. By 31 March 2020 247 subscriptions for memberships of the Friends have been taken up, including both individual and household memberships, generating £18,899.
16.	<i>Develop softer community engagement via officer organised walks/talks, public meetings and Conservator led activities and other consultations.</i>	Senior Leadership Team	Stables visits by local schools continues to be a popular way of engaging young people, with 100 children attending events during the past year. There were also two Management Walks led by WPCC

Initiative	Actions	Lead Responsibility	Progress During 2019/20
			<p>staff: one in July 2019 and a further one in October 2019, which attracted a total of 30 people. Unfortunately, the walk in March 2020 was cancelled as a result of COVID-19. A number of talks were given to local groups, including residents' associations.</p> <p>There were 25 Walking for Health events led by WPCC staff and supported by volunteers. Events are held every two weeks and the combined attendance for all of these events has been 613 people. The highest number of people to attend a single event was 34.</p> <p>As part of the on-going support for the enforcement of the Commons' Byelaws, the Conservators undertook a campaign to raise awareness of responsible dog ownership. The results of the consultation were considered by the Board at its February 2020 meeting, alongside feedback from WPCC's officers based on their experience and daily interaction with members of the public, resulting in the agreement of a number of recommendations regarding commercial dog walkers.</p>
17.	<i>Develop and promote a year-round programme of events.</i>	Senior Leadership Team	<p>Two major events specifically aimed at children and their families were held over the course of the year: the Easter Egg Hunt and the Halloween Pumpkin Hunt. Both events reflect traditions common to many cultures and religions and have become very popular, attracting families that may not otherwise visit the Commons and hence support WPCC's educational and engagement objectives. Some 1,000 children took part in the two events, despite the poor weather conditions during the Halloween event, and an additional number of children visited the Information Centre to take part in the Colouring Competitions.</p> <p>The BioBlitz Weekend of Nature has become a core part of WPCC's annual calendar of events. It attracts people of all ages particularly the younger generation, some of whom already have a keen interest in nature whilst for others with limited experience of nature, it provides an introduction to wildlife. Events started on the Friday evening with a walk along the Beverley Brook, giving WPCC's staff an opportunity to explain the conservation work carried out earlier in the year and to observe the difference that the work had already made to the Brook's</p>

Initiative	Actions	Lead Responsibility	Progress During 2019/20
			<p>biodiversity. Saturday saw the first of the nature walks: Butterfly and Dragonfly and the hugely popular Bat Walk and Moth Evening. Sunday started with the Summer Bird Walk and the General Nature Walk. The Lunchtime Talk was provided by the SW15 Hedgehogs Group talking about the work that they regularly undertake to help promote the protection of hedgehogs around the local area.</p> <p>Around 150 people formally participated in the events in addition to casual visitors to the Base Camp at the Ranger's Office where there was information on the Commons' wildlife. Quekett Microscopical provided an opportunity for visitors to observe wildlife at a micro level and Reptile Events provided a selection of snakes and reptiles for people to handle, which proved ever popular.</p> <p>Once again, the September Open Day exceeded all expectations. With over 70 stalls and attractions, it was estimated that there were some 10,000 visitors. Undoubtedly the glorious weather helped but this event has now become a firm fixture in the Wimbledon and Putney social calendars. Organised by two members of staff, but with the whole team contributing, this event is a great credit to WPCC's staff.</p> <p>December's Carols at the Windmill event continues to go from strength to strength with some 400 visitors enjoying mince pies, hot chocolate and mulled cider as they sing along to carols played by the Wandle Concert Band.</p> <p>The 2020 year started with the Winter Talk, featuring a guest speaker from the British Trust for Ornithology who discussed how their Garden Birdwatch citizen science scheme helps them monitor the UK's birdlife. The event began with Dr Ros Taylor, DEFRA appointed Conservator, setting out WPCC's plans for launching a citizen science recording scheme on the Commons.</p>
COMMUNICATION AND PROMOTION			
18.	<i>Develop in consultation with stakeholders and the public a fully costed Masterplan for the future of the Commons, supported by the Business Plan and other strategies. This would form the basis of proposals for future major external funding grants,</i>	Board	Although WPCC was unsuccessful with the bid to the NLHF in February 2019, positive feedback from officers at the NLHF was received and WPCC was encouraged to submit a revised bid under the new fund. In partnership with the Wimbledon Windmill Museum Trust, this application was submitted at the end of May 2019 and on

Initiative	Actions	Lead Responsibility	Progress During 2019/20
	<p><i>for the buildings and facilities within the 'Windmill and REMPF enclosures', enhancing these areas as important gateways and visitor attractions, and enhancement of the natural landscape including improved interpretation and education of the natural and social heritage on the Commons.</i></p>		<p>the 6th September 2019, confirmation was received that a grant of £126,100 (80% of the total approved project cost of £157,200) had been awarded.</p> <p>The grant will enable WPCC to:</p> <ul style="list-style-type: none"> • create a Masterplan for the Commons ('the Masterplan'), articulating the way in which the landscape and built environments relate to one another, looking at interpretation, education, volunteering, visitor facilities, perimeter conditions and landscape management; • create a Conservation Management Plan; • create an Audience Development Strategy; • create a Volunteer Development Plan; • create an Education and Interpretation Plan; • create a Business Plan; • develop a fundraising strategy; • improve leadership capacity and resilience; • hold an event of appreciation for National Lottery players, stakeholders, consultees, general public and other organisations supported by the fund. <p>WPCC engaged consultant Barker Langham to support the delivery of the project, which was launched on the 1st November 2019. Considerable resources of WPCC have been directed towards helping Barker Langham prepare an Options Appraisal, which will set out various options for the future development of the Commons in terms of the physical asset and the utilisation and engagement with visitors. Work on the Options Appraisal has been suspended as a result of COVID-19.</p> <p>As part of the work undertaken by Barker Langham, the Board agreed to extend the brief to develop and unify the visual identity of WPCC as part of the wider project in developing the Masterplan to enable a holistic approach to all strands of work. This work is integral to the development of gateway signage and a new interpretative map of the Commons. Barker Langham has developed the vision and potential options for the development of a brand design for WPCC.</p>
19.	<p><i>Improve gateway signage including the development of a new interpretative map of the Commons</i></p>		
20.	<p><i>Produce new suite of leaflets (welcome/heritage/walking/ cycling).</i></p>		

Table 1 - Progress with Key Priorities 2019/20

4 Initiatives for 2020 to 2021

- 4.1 The Business Plan for the three-year period from 2020/21 through 2022/23 builds on the achievements over the past year and reflects evolving focus on particular areas. The updated Business Plan identifies 21 individual Initiatives, reflecting synergies and interdependencies across multiple Key Priorities in the Strategy. Initiatives 11, 16 and 17 from the 2019 - 2022 Business Plan have been completed and four new Initiatives (7, 8, 9 and 18) have been incorporated into the proposed 2020 - 2023 Business Plan. A significant number of the Initiatives, set out below, will be undertaken within the existing staff resource. There is however a need to invest in WPCC's long term strategy and in support of this objective, a number of one-off non-recurring costs are again included in the proposed Business Plan.
- 4.2 The implications for COVID-19 on WPCC's ability to implement the Initiatives set out below are difficult to fully assess as the situation in the United Kingdom and around the world remains so dynamic. Whilst WPCC is fortunate in having a guaranteed income stream through the Special Levy (adjusted annually by inflation), the additional income from user fees and voluntary contributions, which is necessary to sustain service delivery, is very uncertain. With the United Kingdom likely to be in some form of lockdown for the remainder of 2020, there are significant implications, especially for the proposed work concerning constitutional reform. Given the restrictions in place to deal with COVID-19, the earliest that any consultation could commence would be July 2020, which would not provide sufficient time to complete the full process before the commencement of the triennial election in December 2020. On that basis and given that the priority must be on sustaining the operational capacity of the Charity during these unprecedented times, it looks likely that it will be for the newly constituted Board in April 2021 to evaluate and progress this workstream, if deemed feasible and appropriate. The Initiatives below have therefore been reassessed on the basis that the first quarter of 2020/21 is focussed entirely on managing the impact of the COVID-19 pandemic on WPCC.

Governing Wimbledon and Putney Commons	
1.	<i>Bring to a close the Statutory Inquiry.</i>
<i>What Success Looks Like</i>	The Order bringing Statutory Inquiry into operation is revoked.
<i>Lead</i>	<i>Board/Chief Executive</i>
2.	<i>Consider amendments necessary to WPCC's constitutional framework to enhance WPCC's ability to achieve its fundamental purpose of preserving, protecting and enhancing the Commons for the purposes of exercise and recreation.</i>
3.	<i>Achieve financial stability for the Charity.</i>
<i>What Success Looks Like</i>	<p>A. Consultation Process - WPCC completes a two-phased independent public consultation process managed by an external consultancy:</p> <ul style="list-style-type: none"> i. Phase 1 – concepts and principles; ii. Phase 2 – proposed text. <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 constitutional framework.</p> <p>Feedback is received that supports change to WPCC's constitutional framework in three broad areas to allow the organisation to better achieve its charitable objects:</p>

	<ol style="list-style-type: none"> 1. Amendment of WPCC's Special Levy, including: <ol style="list-style-type: none"> i. assessment of the number and nature of current visitors to the Commons; ii. assessment of the CapEX and OpEX requirements for the business over the next decade based on the aspirations arising from the Masterplan and forecast user numbers/profiles; iii. forecast of future growth of visitor numbers/profiles and resultant demands on the Commons; iv. analysis of WPCC's financial history including contribution from Levy against population growth and inflation to understand key correlations; v. assessment of the Levy requirement inherent in the forecast investment profile. 2. 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 2020 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. 3. Modernisation of WPCC's governance arrangements and election procedures: <ol style="list-style-type: none"> i. updating of the governance provisions based on the Charity Commission's form of constitution for a CIO (Foundation Model), suitably adapted; ii. publication of the Election Guidelines, subject to any recommendations from the Report on the Statutory Inquiry (refer to Initiative 1). <p>B. Engagement Process - Conservators engage and gain the support of the relevant authorities regarding constitutional reform:</p> <ol style="list-style-type: none"> 1. positive engagement with the Secretary of State for the Environment to support a potential increase in the WPCC Special Levy and resolution to pursue an increase; 2. consent from the Charity Commission to adopt the draft Scheme under section 73 of the Charities act 2011 (prepared by WPCC) to regularise the position on buildings and land and modernise WPCC's governance arrangements.
<i>Lead</i>	Board and Constitution Working Group
4.	<i>Undertake a review of staff remuneration.</i>
<i>What Success Looks Like</i> COMPLETE PROPOSAL FOR INTERNAL CONSULTATION AFTER COVID-19	A new remuneration strategy is in place for new staff and changes are implemented for (and considered fair by) existing staff.
<i>Lead</i>	<i>Chief Executive and Board</i>
5.	<i>Recruit a new DEFRA Appointed Conservator.</i>
<i>What Success Looks Like</i>	The DEFRA Conservator is appointed by the Secretary of State by November 2020 and DEFRA appreciates the value of its role in the appointment process and looks for ways in which its relationship with WPCC could be leveraged in support of its objectives.

<i>Lead</i>	<i>Chief Executive and Deputy Clerk and Ranger</i>
6.	<i>Invest in IT and website.</i>
<i>What Success Looks Like</i> SUSPEND AT PRESENT NON-URGENT	WPCC website is updated to be more contemporary based on the results of the branding exercise and information is more easily accessible. Further progress is made with the implementation of the IT roadmap, including moving all files to cloud-based systems and changing to a VoIP telephone system.
<i>Lead</i>	<i>Chief Executive and IT Consultant</i>
7. (New)	<i>Undertake a Successful Triennial Election in 2021.</i>
<i>What Success Looks Like</i>	Triennial election is held and five Conservators are elected in accordance with the legislation and new guidelines.
<i>Lead</i>	<i>Returning Officer, Chief Executive and Deputy Clerk and Ranger</i>
8. (New)	<i>Implement a Transcription and Minute Taking Service.</i>
<i>What Success Looks Like</i> SUSPEND AT PRESENT	Minutes of Board and substantive Committees are prepared and circulated within one week of the meeting.
<i>Lead</i>	<i>Chief Executive</i>
9. (New)	<i>Retender Professional Services.</i>
<i>What Success Looks Like</i> DEFER AT PRESENT	As part of the Audit and Risk Committees annual work plan undertake retendering, where appropriate, of professional services in accordance with the agreed policy.
<i>Lead</i>	<i>Chief Executive and members of SLT</i>

Natural and Cultural Heritage

10.	<i>Continue the preparation of a Land Management Plan to support the on-going sustainable management of the Commons.</i>
<i>What Success Looks Like</i> PROGRESS CONSULTATION AFTER COVID-19	<ul style="list-style-type: none"> a. The funded management plan with public support is completed. b. The plan allows for the natural aspect of the Common to be retained and evidence of this objective has been presented. c. The plan allows for an increase in the number/area of important species typical of that habitat and evidence of this objective has been presented. d. The plan includes measures to improve sustainable management of the Commons.
<i>Lead</i>	<i>Chief Operations Manager</i>
11.	<i>Work with other open space partners to support the management of habitats including our conservation volunteers, London Wildlife Trust, South East Rivers Trust, Friends of Barnes Common, National Trust and Richmond Park.</i>
<i>What Success Looks Like</i> PROGRESS	<ul style="list-style-type: none"> a. The partnership with the South East Rivers Trust has been continued to improve the biodiversity and amenity along Beverley Brook from Brook Cottage to the REMPf pavilion. b. There is more sharing of resources with organisations such as Friends of Barnes Common, Royal Wimbledon Golf Club and Richmond Park.

	c. Joint funding bids have been agreed to secure additional funding to enhance biodiversity of the Commons with London Wildlife Trust and other partners.
Lead	Chief Operations Manager and Conservation and Engagement Officer

Access and Recreation

12.	Strengthen opportunities to promote the health/well-being/recreational and educational potential of the Commons.
What Success Looks Like PROGRESS AFTER COVID-19	External funding has been received and improvements to the shared use footpath and amenity along Beverley Brook from Brook Cottage to the REMPF pavilion have been completed.
Lead	Chief Executive and Chief Operations Manager
13.	Improve REMPF Pavilion, sports facilities and enhance this area as a major gateway onto the lower part of Wimbledon Common.
What Success Looks Like	A RIBA Stage 1+ Feasibility Study has been completed by external consultants and consultation with stakeholders has been progressed.
Lead	Board

Community Engagement

14.	Understand perceptions of Commons via surveys.
15.	Develop and implement visitor metrics.
What Success Looks Like SUSPEND AT PRESENT	The Board has empirical data underpinning the perceptions of visitors to the Commons and metrics regarding visitor numbers, patterns and place of residence.
Lead	Chief Executive
16.	Develop a structure to deliver and increase volunteering opportunities.
What Success Looks Like SUSPEND UNTIL AFTER COVID-19	<ul style="list-style-type: none"> a. Clearly defined roles for volunteering opportunities are in place and the programme is extended to include Beverley Brook litter pickers (2020). b. The ambassadorial role of volunteers in meeting/greeting visitors is developed. c. An annual event/visit to celebrate the value of volunteering is developed.
Lead	Conservation and Engagement Officer
17.	Develop the Friends of the Commons group to continue to raise the profile of the Commons and assist fund raising.
What Success Looks Like SUSPEND UNTIL AFTER COVID-19 AND REVIEW	<ul style="list-style-type: none"> a. The programme is expanded to include patrons and corporate memberships. b. £35,000 in funds has been raised towards the management of the Commons in the second year.

	<p>c. A programme of events for the 150th anniversary is developed. (See Initiative 19.)</p> <p>d. A regular newsletter for the Friends is in place, led by Conservators.</p>
<i>Lead</i>	<i>Conservators</i>
18. (New)	<i>Develop an events programme for the 150th anniversary of the Royal Assent of the founding 1871 Act of Parliament.</i>
<i>What Success Looks Like</i> SUSPEND UNTIL AFTER COVID-19 AND REVIEW	<p>a. National recognition of the 150th anniversary of the passing of the Wimbledon and Putney Commons Act 1871 is achieved.</p> <p>b. A series of successful events to commemorate the date of the Royal Assent of the 1871 Act is planned and delivered.</p>
<i>Lead</i>	<i>Board</i>

Communication and Promotion	
19.	<i>Develop in consultation with stakeholders and the public a fully costed Masterplan for the Commons ('the Masterplan'), supported by a Business Plan and other strategies. This would form the basis of proposals for future major external funding grants, for the buildings and facilities within the 'Windmill and REMPF enclosures', enhancing these areas as important gateways and visitor attractions, and enhancement of the natural landscape including improved interpretation and education of the natural and social heritage on the Commons.</i>
<i>What Success Looks Like</i> DEVELOP FUNDING STRATEGY TO IMPLEMENT THE MASTERPLAN	<p>a. Masterplan with phased implementation is developed with input from stakeholders and visitors and is approved by the Board.</p> <p>b. Detailed capital and revenue costs for restoration of major assets (i.e., Windmill/LSGC/REMPF/Information Centre and others) are quantified and potential funding avenues identified with phasing.</p> <p>c. Interpretation and education strategies setting out design and style of non-intrusive signage are developed.</p>
<i>Lead</i>	<i>Senior Leadership Team</i>
20.	<i>Improve gateway signage including the development of a new interpretative map of the Commons.</i>
SUSPEND	This is included in Initiative 19.
21.	<i>Produce new suite of leaflets (welcome/heritage/walking/cycling).</i>
SUSPEND	This is included in Initiative 19.