



## Epping Forest & Commons Committee

**Date:** MONDAY, 12 MAY 2014

**Time:** 11.30 am

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:** *Subject to approval by the Court of Common Council on 1 May 2014*

George Abrahams  
Deputy John Barker  
Alderman Jeffrey Evans  
Alderman Gordon Haines  
Deputy Stanley Ginsburg  
Deputy Catherine McGuinness  
Barbara Newman  
Virginia Rounding  
Ian Seaton  
Sylvia Moys

*For consideration of Business Relating to Epping Forest Only*

Verderer Peter Adams  
Verderer Michael Chapman DL  
Verderer Richard Morris  
Verderer Dr. Joanna Thomas

**Enquiries:** **Natasha Dogra**  
**Natasha.Dogra@cityoflondon.gov.uk**

**Lunch will be served in the Guildhall Club at 1pm**

**John Barradell**  
**Town Clerk and Chief Executive**

# AGENDA

## Agenda

### Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF COURT OF COMMON COUNCIL**  
To receive the Order of the Court of Common Council from 1<sup>st</sup> May 2014 (to be circulated at the meeting)
4. **ELECTION OF CHAIRMAN**  
To elect a Chairman pursuant to Standing Order No. 29  
**For Information**
5. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Deputy Chairman pursuant to Standing Order No. 30  
**For Decision**
6. **EPPING FOREST AND COMMONS COMMITTEE APPOINTMENTS 2014/15**  
Report of the Town Clerk.  
**For Decision**  
(Pages 1 - 4)
7. **MINUTES**  
To agree the public minutes and summary of the previous meeting  
**For Decision**  
(Pages 5 - 18)
8. **BURNHAM BEECHES CONSULTATION GROUP MINUTES OF 2ND APRIL 2014**  
To receive the minutes of the Burnham Beeches Consultation Committee meeting.  
**For Information**  
(Pages 19 - 24)

**9. ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014**

Report of the Remembrancer.

**For Information**  
(Pages 25 - 30)

**10. OPEN SPACES DEPARTMENT BUSINESS PLAN 2014-2017**

Report of the Director of Open Spaces.

**For Information**  
(Pages 31 - 64)

**11. PROVISIONAL ADDITIONAL WORKS PROGRAMME - 2015/16**

Report of the City Surveyor.

**For Information**  
(Pages 65 - 74)

**Epping Forest**

**12. SUPERINTENDENT'S UPDATE**

The Superintendent of Epping Forest to be heard.

**For Information**

**13. OUTTURN REPORTS FOR BRANCHING OUT - BUTLERS RETREAT AND THE VIEW**

Report of the City Surveyor.

**For Decision**  
(Pages 75 - 100)

**14. HIGHAMS PARK CONSERVATION MANAGEMENT PLAN - PROGRESS REPORT**

Report of the City Surveyor

**For Decision**  
(Pages 101 - 112)

**15. EPPING FOREST GATEWAY DESIGN**

Report of the Superintendent.

**For Decision**  
(Pages 113 - 124)

**Burnham Beeches, Stoke Common & City Commons**

**16. SUPERINTENDENT'S UPDATE**

The Superintendent of Burnham Beeches, Stoke Common and City Commons to be heard.

**For Information**

**17. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

**18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

**Part 2 - Non-Public Agenda**

**19. EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**For Decision**

**20. NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting.

**For Decision**  
(Pages 125 - 128)

**21. BUFFER LAND - ANNUAL AGRICULTURAL HOLDINGS REVIEW**

Report of the Superintendent of Epping Forest.

**For Decision**  
(Pages 129 - 136)

**22. REFRESHMENT CONCESSIONS ON EPPING FOREST**

Report of the Superintendent of Epping Forest.

**For Decision**  
(Pages 137 - 144)

**23. RESTRUCTURE OF THE EPPING FOREST OPERATIONS TEAM**

Report of the Superintendent of Epping Forest.

**For Decision**  
(Pages 145 - 158)

- 24. NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
  
- 25. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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# Agenda Item 6

<b>Committee(s):</b> Epping Forest and Commons Committee	<b>Date(s):</b> 12 May 2014
<b>Subject:</b> 2014/15 Committee Appointments	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b><u>Summary</u></b>	
<p>The Committee is asked to consider its appointments for the next twelve months. Current membership of the various Sub Committees, Consultative Committees, Steering Groups and Management Project is explained in the attached appendix. Provision for appointing an observer from amongst the Verderers, to serve as an observer on the Open Spaces, City Gardens and West Ham Park Committee is also referred to. It is expected that this appointment would encompass the strategic open spaces capacity of that Committee.</p>	
<b><u>Recommendations</u></b>	
<p>I <b>recommend</b> that:-</p> <p>a) consideration be given to the appointment and composition of the following Sub Committees, Consultative Committees, Steering Groups, and Management Projects:</p> <ul style="list-style-type: none"><li>• <b>Reference Sub Committee</b></li><li>• <b>Ashtead Common Consultative Committee</b></li><li>• <b>Burnham Beeches Consultative Group</b></li><li>• <b>West Wickham Commons Consultative Committee</b></li><li>• <b>Coulsdon Commons Consultative Committee</b></li><li>• <b>Epping Forest Centre Joint Consultative Committee</b></li><li>• <b>Epping Forest Management Plan Steering Group</b></li><li>• <b>Wanstead Flats Playing Fields Committee; and</b></li></ul> <p>b) consideration be given to the appointment of a representative to the Open Spaces, City Gardens and West Ham Park Committee for 2014/15 as a local observer for this Committee.</p>	

## **Background**

The Committee makes a number of appointments to Sub Committees, Consultative Committees, Steering Groups and Management Projects that fall within its remit. These are reviewed annually.

There are a number of outstanding vacancies, which the Committee has struggled to fill in recent years. It should be noted that the current practice of inviting Common Councilmen who are not members of this Committee to help fill some of the vacancies has continued. Similarly, former Common Councilmen have continued to

serve on some of these groups as the Committee's representatives. Members may wish to think of ways to re-establishing the link between this Committee and the various groups and sub Committees to which it makes appointments.

The report also advises on the attendance of the Senior Verderer of the Epping Forest & Commons Committee to the City's Open Spaces, City Gardens and West Ham Park Committee.

### **Options**

That consideration be given to making the various appointments detailed in the report, from amongst the Committee membership. Consideration would then be given to filling any subsequent vacancies from existing or former Common Councilmen.

- The Committee are asked to appoint seven representatives onto the Reference Sub Committee, and two Verderers.
- The Committee are asked to appoint **three** representatives onto the Ashted Common Consultative Committee.
- The Committee are asked to appoint **two** representatives onto the Burnham Beeches Consultative Group.
- The Committee are asked to appoint **three** representatives onto the Coulsdon Commons Consultative Committee
- The Committee are asked to appoint three representatives onto the West Wickham Commons Consultative Committee
- The Committee are asked to appoint **two** representatives onto the Epping Forest Centre Joint Consultative Committee
- The Committee are asked to appoint the Epping Forest Management Plan Steering **Group**.
- The Committee are asked to appoint **two** representatives onto the Wanstead Flats Playing Fields Committee.

### **Implications**

There are no financial, legal and risk implications.

### **Conclusion**

That consideration be made to making appointments to the various Sub Committees, Consultative Committees, Steering Groups and Management Projects detailed in the report.

### **Contact:**

*Natasha Dogra*

*Tel: 020 7332 134*

[Natasha.dogra@cityoflondon.gov.uk](mailto:Natasha.dogra@cityoflondon.gov.uk)



**EPPING FOREST AND COMMONS COMMITTEE- COMMITTEE**  
**APPOINTMENTS 2014/2015**

**EXISTING 2013/2014 MEMBERSHIP**

**Reference Sub Committee**

Alderman Haines  
Deputy Ginsburg  
Deputy McGuinness  
Deputy Barker  
Barbara Newman  
Virginia Rounding  
Two Verderers  
1 vacancy

**Ashted Commons Consultative Committee**

Alderman Haines  
Deputy Ginsburg  
Mr Douglas Mobsby  
Barbara Newman  
Mr Joseph Byllam-Barnes

**Burnham Beeches Consultative Committee**

Alderman Haines  
Deputy Ginsburg  
Christopher Mitchell  
Barbara Newman  
Virginia Rounding

**West Wickham Commons Consultative Committee**

Alderman Haines  
Deputy Ginsburg  
Deputy McGuinness  
Barbara Newman  
Sylvia Moys  
1 vacancy

**Couldson Commons Consultative Committee**

Alderman Haines  
Deputy Ginsburg  
Sylvia Moys  
Deputy McGuinness  
1 vacancy

**Epping Forest Centre Joint Consultative Committee**

Alderman Haines  
Deputy Ginsburg  
Verderer Morris  
Verderer Adams

**Epping Forest Management Plan Steering Group**

Alderman Haines  
Deputy Ginsburg  
Deputy McGuinness  
Verderer Morris  
Verderer Adams  
Verderer Thomas  
Verderer Chapman  
1 vacancy

**Wanstead Flats Playing Fields Committee**

Verderer Adams  
Verderer Thomas

**Representative to the Open Spaces and City Gardens Committee:**

Verderer Adams

**EPPING FOREST & COMMONS COMMITTEE**  
**Monday, 10 March 2014**

Minutes of the meeting of the Epping Forest & Commons Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 10 March 2014 at 11.00 am

**Present**

**Members:**

Alderman Gordon Haines (Chairman)  
Deputy Stanley Ginsburg (Deputy Chairman)  
George Abrahams  
Deputy John Barker  
Deputy Catherine McGuinness  
Sylvia Moys  
Barbara Newman  
Virginia Rounding  
Ian Seaton  
Verderer Peter Adams  
Verderer Michael Chapman DL  
Verderer Richard Morris  
Verderer Dr. Joanna Thomas

**Officers:**

Natasha Dogra	- Town Clerk's Department
Sue Ireland	- Director of Open Spaces
Paul Thomson	- Superintendent, Epping Forest
Andy Barnard	- Superintendent, Burnham Beeches, Stoke Common and City Commons
Lucy Frazer	- Town Clerk's Department
Geoff Sinclair	- Open Spaces Department
Andrew Thwaites	- Open Spaces Department
Jo Hurst	- Open Spaces Department
Roger Adams	- City Surveyor's Department
Mark Bailey	- City Surveyor's Department

1. **APOLOGIES**

Apologies had been received from Alderman Luder, Alderman Evans and Deputy Deane.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were none.

3. **MINUTES**

**Resolved:** That Members agreed the minutes of the previous meeting as an accurate record.

**Matters Arising:**

Officers informed Members that riding fees and licences had been discussed recently at a Horse Riding Forum, and would be investigated as part of the management plan.

Officers also informed Members that the Highams Park Lake consultation management plan would be discussed at the Committee meeting in May.

An action from the public minutes regarding activity at the Loughton War Memorial was also referred to non-public session.

4. **MINUTES OF THE CONSULTATIVE COMMITTEES OF THE EPPING FOREST AND COMMONS COMMITTEE**

**Resolved:** That Members received the minutes of the Consultative Committees of the Epping Forest and Commons Committee.

5. **SUPERINTENDENT'S UPDATE**

The Committee received an update from the Superintendent of Epping Forest and noted the following points:

**Staff Changes**

The Head of Visitor Services had left the Division.

**Wet Weather**

In complete contrast to the fires of last July and August, Epping Forest had experienced double its normal rainfall in December and January. This had led to widespread flooding across the Forest. The newly restored Jubilee Pond on Wanstead Flats had flooded, as the overflow had been unable to drain into flooded ditches alongside Centre Road. Alexandra Lake also burst its banks and flooded onto Aldersbrook Road. In addition, Connaught Water also flooded in January, though the dam did not overtop as it did in 2011.

**Football Season**

The unprecedented wet weather saw an unusually high level of cancellations for football at Wanstead Flats across six weekends on the first and third weekend of January and throughout February. A two week extension at the end of the season was planned to allow fixtures to be completed.

**Crime Reports**

There had been a disturbing rise in serious crime reports in the Forest. A Forest Keeper was threatened with a knife on 15<sup>th</sup> January by a Rough Sleeper and two Forest Keepers were assaulted while an arrest was being made for a byelaw offence. Two members of the public were mugged at the Caddy House car park and Forest staff had been involved in the recovery of a vehicle from Wanstead Flats following an alleged rape. The western flank of Wanstead Flats was currently cordoned off while Police seek evidence in connection with a double murder in nearby Montague Road.

**Rough Sleepers**

Despite the wet weather rough sleepers were still being found. In addition to the incident on 15<sup>th</sup> January four migrants had been found in a camp on

Wanstead Flats on 7<sup>th</sup> January. With the support of Redbridge Council three rough sleepers were found hostel accommodation and a further sleeper returned home under the Redbridge Street Outreach Team (SORT) initiative.

### **Fly tipping**

Following the overall 24.8% fall in incidents across 2013, the first two months of 2014 had seen 105 fly tips up 21% on 87 for the same period last year.

### **Prosecutions**

15 cases of fungi picking were placed before Chelmsford Magistrates with fines totalling £2,575 for 12 individuals. Two individuals were elected for trial on 18<sup>th</sup> March.

### **Royal Parks - Richmond Park Visit**

Forest Keepers from the South team, together with a representative from the Wren Conservation Group met with the Assistant Park Superintendent to discuss skylark conservation. The visit also considered the deer processing unit; licensing and dog control issues.

### **Bushwood Volunteers**

Clearance works by the newly formed Friends of Bush Wood and the high rainfall had seen ponds holding water for the first time in many years.

### **Tour de France – 7<sup>th</sup> July**

The Head Keeper had been attending key meetings with race organisers and local authorities regarding the management of the events when it passes through Epping Forest. The Epping New Road would be closed on race day between 09.00 hours and 17.00 hours.

### **Gifford Wood Update**

The planting of 5,280 trees had been completed and spiral guards had been added to manage rabbit damage within the enclosure.

### **The Grotto, Wanstead Park**

The first phase of works to clear The Grotto of encroaching trees and shrubs had been completed. The removal of vegetation would reduce seed sources and consequent damage to the Listed Building.

### **Wood Pasture Research**

Staff at both Epping Forest and Burnham Beeches, had been interviewed as part of a pan-European Wood Pasture condition assessment led by Universities across Germany, Hungary and Romania.

### **Highams Park Lake.**

Balfour Beatty was selected in January as the contractor for pre-construction services. A planning application was submitted for dam strengthening works on 8<sup>th</sup> February. 100 people attended an information afternoon and evening held on 24<sup>th</sup> February.

### **Epping Forest Hydrology/Engineering Assets**

MK Surveys had completed survey work for the City Surveyor on engineering assets on water bodies and watercourses. Every main path, watercourse and 57 ponds had been inspected for structures.

### **Wanstead Park Hydrology**

JJB have provided their interim results on the Park's Hydrology ahead of the main report in April/May 2014. Leakage at Heronry Pond and Ornamental Water had been identified as the main weaknesses in the 5 lake cascade.

### **Social Media**

Twitter followers of Epping Forest have reached 1,795 and were being added at 9%/calendar month compared with 3% before the Forest's Twitter campaign.

### **Visitor Attraction Quality Assurance Scheme (VAQAS)**

All three Visitor Centres had again secured from Visit England the coveted VAQAS blue marque for a further year. The judges assessment would be shared once received.

### **New Fallow Deer Buck, Queen Elizabeth's Hunting Lodge**

Following taxidermy, a recently culled distinctive melanistic Epping Forest fallow deer buck has been put on show at the Hunting Lodge replacing the existing exhibit.

### **Chingford Golf Course**

Comic Relief Day was being used as a promotional opportunity to publicise the relaxation of the red clothing rule for golf course players at Chingford Golf Course.

### **Waymarked Trails**

The 10 km Oak Trail, the ninth waymarked Epping Forest trail, had been completed on the Forest around Theydon Bois.

### **Great Gregories Cattle Outwintering Facility**

The extreme weather had delayed the start of the construction of the Outwintering facility. A temporary straw facility had been created adjoining Great Gregories.

### **New Planning Policy Guidance**

The Planning Minister Nic Boyles had launched the revised and much reduced online guidance on 6<sup>th</sup> March 2014.

### **Visitor Survey**

In addition to 1083 questionnaire surveys, 1,395 visitors were mapped by volunteers over 60 hours covering a distance of 120 miles.

### **Legible London**

Staff were working with Transport for London's 'Legible London' initiative to annotate digital mapping to include references to Epping Forest.

### **Gateways**

Staff continued to work with CodSteaks and Evolve on a suitable Gateway design.

### **Volunteer Hours**

Volunteers provided 1,470 hours of time between December and January. The total for 2013 was 10,165 hours which is the equivalent of £66,000 or over 6 full-time staff. 2014 will also be the first year in which our 4 volunteer task leaders have led tasks. Of the 22 tasks planned for 2014, 14 will be led by Volunteer Task Leaders.

In response to a query raised by Members, Officers informed the Committee that staff including Forest Keepers all had undertaken resolving conflict and managing personal safety training. This knowledge was cascaded through the department, and staff undertook regular risk assessments to ensure they had all of the information and equipment necessary. Officers were concerned that if all staff wore protective equipment whilst working they would appear too confrontational and this may exacerbate a situation. Members agreed and asked Officers to regularly review the risks posed to their staff.

## **6. EPPING FOREST ENFORCEMENT OF ACTIVITY REPORT**

The Committee considered the report of the Superintendent which informed the Committee of the byelaw enforcement activity undertaken by Epping Forest Keepers within Epping Forest during the period of 1 January 2013 to 31 December 2013.

Members noted a similar level of Byelaw enforcement during the period of 2007 to 2013, with the exception of the 2010 peak which was as a result of a high level of prosecutions for fungi picking and lighting fires. The period of 2007 to date covered a conscious programme of informal education rather than formal prosecution or warning. This was evidenced by the 7,075 "Advisory conversations" conducted by Forest Keepers during the period under report, an increase of 2,828 or 66.6 % on the figure of 4,247 reported for 2012.

Members were informed that there were eight prosecutions undertaken during the period, two for dogs not under effective control, two for fly tipping, two for riding a quad bike on the Forest, one for riding a horse in a restricted area and not displaying a current licence and one for taking a vehicle more than forty five metres from the highway.

There had been eleven warning letters sent for various misuse of the Forest, including, taking firewood, feeding wildfowl, dog not under effective control, metal detecting, obstructing an officer, and taking a vehicle onto Forest land.

In response to a query from Members, Officers stated that the level of Court costs and charges for the disposal of fly tips remained the same for three years. The Committee had approved a 50% increase in May 2011. It was proposed to increase charges by 10%, in line with the three year Retail Price Index (RPI) of 10.01%.

Members noted that the cost of taking a case to the local Magistrates' Court was initially covered by the local risk budget of Epping Forest in the form of staff costs.

These monies were then put to the Court as "case costs" and could be recovered at the magistrates' discretion using section 18 of the Prosecution of Offences Act 1985. If additional Court appearances were required then the costs were adjusted as necessary. These costs were not always awarded in full, and were often unpaid by the guilty parties. It was the responsibility of the Courts to recover these monies and pass them on to the City of London. Payments to the City of London currently broadly reflect the national average collection rate of 52%. From 1 April 2007 the Criminal Justice Act 2003 (Surcharge) Order 2012 introduced a "Victims surcharge", which was levied in addition to the fine and was aimed at helping improve services for victims of crime.

A Member sought a better understanding of the number of 'advisory conversations' in relation to general interaction with visitors. Officers agreed to furnish additional information. Members were also informed that a series of site visits had been arranged for local Magistrates to help address concerns regarding the variability and consistency within the current range of fines.

**Resolved:** That Members approved the proposed increase in Court costs and fly tipping disposal charges.

#### 7. **EPPING FOREST OPERATIONS PROGRAMME FOR 2014-2015**

The Committee considered the report of the Superintendent which informed Members of the visitor access, risk management and conservation projects proposed in the Forest for the year 2014-15.

Members noted that increased visitor access work was proposed at St Johns and Woodford Green. Staff would also be working with the Wanstead Park Steering Group to increase management activity within the parkland. Officers also hoped to extend volunteer activity at Wanstead Park and Swaines Green to help meet increased work needs in these areas.

Significant work was to be carried out on the dam at Highams Park Lake during 2014 which the Operations team would be supporting. A new area of risk management activity to be undertaken this year was the survey of highway vegetation as part of a new Highways vegetation management programme. Tree safety would continue to be a large aspect of the Operations teams work in 2014.

Members noted that the completion of the Forest structures survey by City Surveyors would provide an opportunity to develop the Constraints Management System for the Forest during 2014 Habitat management supported by the Stewardship Grant from Natural England to the value of over £160,000 annually, plus the Single Payment Scheme funding, would continue on the same basis as the previous 6 years with work concentrated in the core areas of Hornbeam and Oak pollards, especially Bury Wood and Walthamstow



Forest, and around the heaths. The grassland mowing programme would encompass more work on cutting of the wood-pasture glades and restoration areas.

Officers informed Members that the Keystone Tree programme would target 130 Beech and Oak pollards. Cattle grazing would be extended into new areas, such as Honey Lane Quarters, with the help of the new infrastructure including the invisible fence network.

Officers would be seeking to improve the value for money we achieve from the contract work we let each year. This would be done by preparing an Estates Maintenance Contract covering a comprehensive package of works and tendering it widely to appropriate contractors.

In response to a query regarding amenity areas, Officers informed Members that proposals to consider more areas as recreational and amenity areas were being investigated by Officers. This would ensure the grass was regularly cut in these areas. Officers also informed Members that the view into recreational and amenity areas was not overly obscured by grass and shrubbery.

Members congratulated Officers on a well written work programme and thanked Officers for their constant hard work.

**Resolved:** That Members approved the annual work programme.

#### 8. **HIGHAMS PARK LAKE PROGRESS REPORT**

The Committee considered the report of the City Surveyor which informed Members that following the last inspection at Highams Park Lake it was necessary to comply with the Inspecting Engineers Recommendations for Safety and reinforce the Dam, to allow overtopping and the passage of the design flood.

Members were informed that in January 2012, the Committee approved, the option of proceeding with a solution which involved removing the Michael Mallinson Watersports Centre; something which was thought to be unavoidable at Detailed Options Appraisal. Following further discussions with Members and local groups, the project team were asked to look at ways in which the watersports facility could be retained. After further design development, an option was produced where the watersports facility would be protected by a flood wall; negating the need for its demolition as part of the works.

Members noted that Walthamstow Scouts had now signed a Tenancy at Will for the interim period, and would not be using the lake during the 2014 works period, apart from some onsite storage at their own risk. Discussions were underway with the main contractor for the temporary use of the Watersports Centre as site offices and welfare facilities.

Members queried whether access to the Michael Mallison Watersports Centre had been identified as part of the planning application that Officers submitted to

the London Borough of Waltham Forest. Officers confirmed that this had not formed part of their application, and access arrangements would be confirmed at a later stage. Officers informed Members that the primary objective was to secure the safety of the dam in a probable Maximum Flood Event.

Members noted that over 100 people attended an open meeting for local residents to discuss this site, and there was still time to discuss the proposals as the detailed design would not be finalised until April 2014.

**Resolved:** That Members:

1. Approved the new option of reinforcing the dam whilst retaining the Michael Mallinson Watersports Centre.
2. Agreed that, subject to planning and the project remaining within the approved budget, the appointment of the contractor for the main project works and Gateway 5 (Authority to Start Work) remained under the Delegated Authority of the City Surveyor so that works can proceed on site within the statutory deadline.

## 9. **SUPERINTENDENT'S UPDATE**

The Committee received an update from the Superintendent of Burnham Beeches, Stoke Common and City Commons, and noted the following:

### **Burnham Beeches**

- Tree safety and post storm inspection procedures had been enacted six times since 1<sup>st</sup> January 2014. Significant works were required and this had hampered other work programmes.
- Heathland restoration and path clearance along Hawthorn Lane and Bedford Drive had been performed to improve access and help reduce long term tree safety issues and support the grazing project.
- Work around Burnham Beeches café had begun to improve surface condition and drainage.
- 156 volunteers had completed 887 hours of work – 58 of these hours were achieved by under 18's.
- Strong winds had forced the cancellation of 3 events. However, 3 school visits, 3 health walks, orienteering, half term woodland wonder days and bird box building events had taken place.

### **Ashted Commons**

- Inspection procedures were utilised after each event. It was estimated that 20 small trees had been cut from across paths, and 4 veterans had collapsed with many others losing major limbs.
- Two days of emergency tree works had taken place after storms – the work included rebalancing veteran oak and removal of hangers in another veteran oak.
- Scrub management in the Woodlands Road area was taking place with Epsom volunteers, Eco volunteers and The Lower Mole Project. This project was currently ongoing.

- Veteran tree management work was completed for this year. Members noted that 70-80 trees aerial work and 120-140 ground based works had occurred.
- Scrub management work has achieved a 50:50 mix of grass & shrubs in Thorn Field & Pine Field.
- Volunteers had completed 1204 hours.
- The New Year Ramble and Roman villa talk events had taken place.

#### **Coulsdon Commons**

- Heavy winds and high rainfall over the past couple of months meant the team had not been able to get onto the Commons. There were a number of windblown trees yet to be cleared up.
- Volunteers had completed 850 hours working on Kenley grassland & heritage management and Farthing Downs grassland management.
- A work experience student was also working at Coulsdon Commons two days per week.
- The 4 Health Walks and Star gazing event had been very successful.

#### **West Wickham Commons**

- A Large mature hawthorn with a canopy of ivy had collapsed but Officers had cleared the path.
- A small-leaved Lime Project 2013/14 had been completed with installation of a display board. The project had been 90% funded by a grant of £8,000 from the SITA Trust.
- Volunteers had completed 51 hours.
- Three episodes of fly tipping had been recorded in West Wickham Commons.
- Following damage done to the Common by water company contractors, a restoration package had been agreed, including the installation of kerb line to prevent future encroachment.

The Superintendent presented the Committee with the restructure at City Commons & vacancies. In response to a query from Members, the Superintendent agreed to circulate the new team structure complete with the names of managers included.

#### **10. INTRODUCTION OF DOG CONTROL ORDERS AT BURNHAM BEECHES**

The Committee considered the report of the Superintendent which sought approval to proceed to the statutory consultation phase for the introduction of Dog Control Orders (DCO's) at Burnham Beeches National Nature Reserve, using the powers provided under Secondary Authority status.

Members were informed that in 2010 the City entered into an agreement with the Kennel Club to guide the management of responsible dog ownership on the Open Spaces. In recognition of that agreement the Superintendent had met with the Kennel Club to discuss and develop proposals to introduce DCO's at Burnham Beeches. The Director of Open Spaces and Superintendent attended a further meeting with the Kennel Club in December 2013.

A Member Working Group was formed to review the comments submitted by the Kennel Club in January 2014. Membership consisted of the following:

- Verderer Peter Adams
- Deputy Stanley Ginsburg
- Sylvia Moys
- Deputy Alexander Deane

Members discussed the Kennel Club's points in detail and challenged Officers on the key issues. Revisions to the final document were then undertaken. The outcomes of the working group's deliberations were supported by three of the four working group members. Comments provided by Deputy Alexander Deane were circulated in the agenda. Comments made by Alderman Luder were also made available to Members of the Committee.

Since the Superintendent's report of November 2013 the informal public consultation process, conducted by Footprint Ecology, had concluded. A total of 359 visitors were interviewed. The 'headline' results were:

**Schedule 1. Failure to remove dog faeces.** The large majority of interviewees supported the introduction of Schedule 1 across the whole site.

**Schedule 2. Failure to keep a dog on a lead in an area so designated.** The introduction of Schedule 2 was supported by the majority of interviewees across 50% of the site or less.

**Schedule 3. Failure to put and keep a dog on a lead when directed to do so by an authorised officer.** The introduction of Schedule 3 was supported by a large majority of interviewees across 50% or more of the site.

**Schedule 4. Permitting a dog to enter land from which dogs are excluded.** This was supported by a minority (37%) of interviewees.

**Schedule 5. Taking more than a specified number of dogs on to the land.** This Schedule was supported by the large majority of interviewees with 3 being the favoured maximum number followed very closely by 4.

The following proposal was based on the informal public consultation exercise and recommendation of the Burnham Beeches Consultation Group:

**Schedule 1.** This schedule will be applied across the whole site.

**Schedule 2.** To be applied to approximately 59% of the site.

**Schedule 3.** To be applied to approximately 41% of the site.

**Schedule 4.** No new dog exclusion zones will be created. Dogs will continue to be excluded from a small area around the café, as existing.

**Schedule 5.** The proposed maximum is 3 dogs per owner.

Members noted that the areas covered by Schedules 2 and 3 did not exactly match the findings from the visitor survey, albeit they were as close as practicable (within 10% - 40acres) to that ideal.

Members were informed that DCO's offer additional controls and a more flexible approach to enforcement compared to the byelaws. Officers informed Members that this exercise provided a rare opportunity to establish a proper balance between the needs of the many site users and the statutory requirement to enhance biodiversity.

In response to a query, Officers stated that the Dog Control Orders report was a bespoke report for the Burnham Beeches area alone. It would not be appropriate to use this report as a template to design future Dog Control Orders in areas such as Epping Forest, due to the differing characteristics of each of the open spaces owned by the City. Officers assured the Committee that the Dog Control Orders work at Burnham Beeches would only be used as a guide for other sites insofar as estimating future timescales and cost implications.

Members queried whether introducing such orders would cause displacement of dog owners, and whether irresponsible dog owners would obey such orders. Officers informed the Committee that Natural England were not concerned that the introduction of Dog Control Orders would cause displacement.

Officers assured members that the Rangers would be appropriately trained and equipped to enforce dog control orders in a low key but effective manner and ensure irresponsible dog owners kept their dog(s) on a lead in designated areas. Members agreed that the City Corporation had a responsibility to ensure their open spaces could be enjoyed equally by all site users

Further discussion took place regarding the proposed maximum number of dogs per owner. Officers summarised the level of support during the survey for both 3 and 4 dogs was similar, that the Consultative group had considered 3 appropriate but it was generally understood that they would be content if it was increased to 4.

The Chairman expressed his gratitude to all Members and Officers for their hard work and tenacity in producing this report.

**Resolved:** That Members:

- noted the outcome of the recently completed informal consultation process.
- considered the deliberations of the Dog Control Orders Working Group as part of their decision making process.
- gave their approval to commence the statutory DCO consultation process in spring 2014 based on the proposals contained within this report.
- determined that Schedule 5, the proposed maximum number of dogs per owner should be 4.
- requested that the Superintendent provide a final report to this Committee in July 2014 for Members to consider the representations received and to decide whether or not to make the proposed Dog Control Orders.

11. **BURNHAM BEECHES, STOKE COMMON AND CITY COMMONS MANAGEMENT PRIORITIES FOR 2014-15**

The Committee considered the report of the Superintendent which presented the management priorities for the Burnham Beeches, Stoke Common and City Commons Division that will guide the annual work programme during the period 01 April 2014 to 31 March 2015.

**Resolved:** That Members approved the Management Priorities for 2014-15

12. **SPORTS AND MISCELLANEOUS CHARGES**

The Committee considered the report of the Superintendent which requested that Members reviewed the charges for sports facilities and miscellaneous items that were provided by the City Commons Division and sought approval for the proposed charges for 2014-15.

**Resolved:** That Members approved the proposed charges for 2014-15

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no urgent business.

15. **EXCLUSION OF THE PUBLIC**

**MOTION:** That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

16. **NON-PUBLIC MINUTES**

**Resolved:** That Members agreed the minutes as an accurate record.

17. **EAGLE POND RESERVOIR**

The Committee considered the report of the Superintendent and City Surveyor.

18. **AMENDED LEASE RENEWAL TERMS - LOUGHTON GOLF CLUB, CLAYS LANE**

The Committee considered the report of the Superintendent.

19. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no non-public questions.

20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no urgent business

**The meeting ended at 1.10 pm**

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Chairman

**Contact Officer: Natasha Dogra**  
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# Agenda Item 8

<b>Committee(s):</b>	<b>Date(s):</b>
Epping Forest and Common Committee	2 <sup>nd</sup> April 2014
<b>Subject:</b>	<b>Public</b>
Burnham Beeches Consultation Group Minutes of 2 <sup>nd</sup> April 2014	
<b>Report of:</b>	<b>For Information</b>
Superintendent of Burnham Beeches, Stoke and City Commons	
<b>Summary</b>	
This report provides your committee with the minutes of the 2 <sup>nd</sup> April 2014 meeting of the Burnham Beeches Consultation Group (BBCG)	
The main topic's covered at the meeting were	
<ul style="list-style-type: none"><li>• The introduction of Dog Control Orders (DCO's) at Burnham Beeches</li><li>• Planning research results</li><li>• Expansion of conservation grazing</li></ul>	
<b>Recommendation(s)</b>	
Receive this report	

## **Minutes of Burnham Beeches Consultation Group – 2<sup>nd</sup> April 2014**

### **1. Welcome:- Chairman Alderman Gordon Haines**

**In Attendance:-** Sue Ireland, Andy Barnard, Martin Hartup, John Mellish, Judy Tipping, Andy Booth, Christopher Mitchell, Alistair Helliwell, Tim Crauford, Joy Winyard, Vivienne Ely, Kavan Harley, Adrian Sutton, Naomi Turner, Brian Bilgorri, Caroline Spicer & Mary Kohlase-Darbyshire

**Apologies:-** Virginia Rounding, Allan French, Sheila Riley, Paul Jarczewski, Martin Albertini, Andy McVeigh, Mark Frater & Alan Samson

**New attendees:** - Margaret Rook Personal Assistant to the Superintendent

### **2. New members: - None**

### **3. Minutes of the last meeting – matters arising**

The minutes were agreed as an accurate record.

### **4. The Superintendent's expanded Role**

The Superintendent explained the recent merger between Burnham Beeches, Stoke Common and City Commons highlighting the growth in staff numbers, geographical coverage of City Commons and their features.

The following items were highlighted as challenges and projects for the next quarter:

**Service Based Review** – A City of London initiative to drive financial savings, increase income and find efficiencies.

**Structure Review** – The staffing structure will need to be reviewed due to the demands of the service based review and the imminent retirement of a Head Ranger at City Commons.

**Grazing Model Review** – Grazing across the new division is managed differently.

**Heritage Lottery Fund** – Kenley Common has achieved funding for one year to progress an application to preserve historical features of the WW2 airfield.

**Dog Control Orders** – Progress to statutory consultation at Burnham Beeches.

**Tree Health & Safety** – To monitor tree disease issues and have an effective work programme across all sites.

**Q.** Do these changes mean the Superintendent will spend less time at The Beeches?

**A.** He anticipates spending two days at Burnham Beeches, two days at City Commons leaving one day for meetings and appointments in London.

**Q.** Who will be in charge in the Superintendents absence?

**A.** Martin Hartup (Head Ranger) will be leading the Burnham Team on these days and has done so since January.

The Chairman interjected that he had every confidence in the team at Burnham Beeches to handle the merger seamlessly.

The Director of Open Spaces added that the opportunity to develop staff into larger roles had enabled the Open Spaces Department to realise a substantial saving.

**Q.** It's great to see opportunities for Martin and Andy but will others be needed to pick up the slack?

**A.** The timing for the merger was good and with a revised work programme Senior Ranger's have an adjusted workload. Recruitment of an Assistant Ranger has also taken place.

Thanks were received for the emergency work undertaken after each winter storm episode and the swift removal of fly tipping.

The Director confirmed the extreme winter weather had resulted in an expensive work programme across the whole of Open Spaces.

## **5. Dog Control Orders**

The report sent to Epping Forest Consultative Committee in January was referred to a Members working group to consider a late response from The Kennel Club.

The Members working group presented their findings to the March Epping Forest Consultative Committee and they accepted the recommendations for Schedule 1, 2, 3 & 4. Schedule 5 (the number of dogs permitted to be walked at one time) was changed from a maximum of three to four.

The group discussed this change and the other influences such as the breed of dog, professional dog walkers, length of lead and cycling or talking on a phone whilst exercising dogs. The group reviewed the data from the public consultation to find that there was only a 2% variance in those suggesting three or four dogs and accepted the change.

**Q.** How will the orders be policed?

**A.** With our own staff. The orders provide more tools to deal with the issue than our byelaws alone.

**Q.** Will outside enforcement be needed?

**A.** Only from the City of London Solicitor for cases that proceed to Magistrates Court and an agent for processing the administration.

**Q.** How will non locals or those refusing to give a name be dealt with?

**A.** Good information and acceptance that a cultural change may be slow, however cautions and vehicle id checks can be used if necessary.

### Next Steps

Consult with District Council & Police	April 2014
Public Notice of Proposal	May 2014 (28 days to comment)
Consider responses and draft orders	June 2014
Report to EFCC	July 2014
Publicise enforcement date	July 2014
Erect signage	August 2014
Enforcement to commence	September 2014

**Q.** Can The Kennel Club or another body arbitrate?

**A.** No not in this instance but we want the best outcome so responses are genuinely sort.

**Q.** Will there be a public meeting or further questionnaire?

**A.** No not in this instance as the work has been publicised well and consultative. The reports are accessible as public documents and The Kennel Club have sent a representative to the EFCC meeting. The Director asked that members of the group helped with the local message.

## **6. Planning Issues**

Helen Read provided an update on work with South Buckinghamshire District Council on the development of their Local Plan. Reports have been sort on the following;

### **Hydrology**

The catchment of all streams, potential effects of development and a recommendation that no development is permitted within 10m of a water course.

### **Visitor Survey**

Considers, where visitors travel from, where they visit on the reserve and the impact of additional dwellings

### **Beech Tree Health**

Analyses annual health assessments and shows long term decline rather than short

### **Air Quality**

Awaiting a report from South Buckinghamshire District Council.

### **Lichens**

Monitoring of a data set from 1993 shows an increase in nitrogen loving lichens and a decline in acid loving lichens.

### **Soils**

High, medium and low visitor pressure samples

### What's Next?

Reports to be finalised by the end of April 2014 for discussion with the District Council.

**Q.** Has the new refuse site been considered?

**A.** It has been looked at but it isn't considered an impact.

**Q.** What about the effects from another runway at Heathrow

**A.** We are currently planning a meeting with Heathrow to discuss the European Conservation Directive.

**Q.** Will the Civil Aviation Authority be involved?

**A.** We are unsure at this time.

Helen Read was thanked for her work on this project.

## **7. Expansion of the Conservation Grazing Scheme**

The success of the invisible fence for grazing Burnham Beeches leads us to develop the trial to possibly 90 hectares in 2014.

**Q.** How easy is it to move the loops of fencing?

**A.** Reasonably easy as they aren't dug up but have junctions every 500m.

**Q.** Regarding HLS funding would you please keep Natural England informed of your progress?

**A.** Yes dialogue is in place for this.

## **8. Projects and Achievements October – March 2014**

Forty ancient pollards have been worked on, continuation of heathland restoration whilst opening up areas for grazing and visitor access. Hazel coppice, scrub management along with tree safety work has taken place.

Volunteer hours have almost reached 6000 hours this year.

Six site closures were implemented over the winter during severe weather.

A variety of community events have taken place including, Christmas carols, walks and early school visits.

The wood pellet boiler and solar panels have now started creating income for us and our electric bikes and quad have achieved 2,500 miles powered by the solar panels. Diesel has been driven down by 25% this year.

## **9. AOB**

**Q.** Are there plans to dredge the ponds? The bird life seems to be dropping away whilst the pond is silting up.

**A.** The silting work needs to be carried out whilst the dam walls and banks are improved to avoid causing more damage. This work may have to wait for two years due to funding.

## **10. Date of next meeting**

**9<sup>th</sup> July – Stoke Common**

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# Agenda Item 9

<b>Committee:</b>	<b>Date:</b>	<b>Item no.</b>
Epping Forest and Commons Hampstead Heath, Highgate Wood and Queen's Park Open Spaces and City Gardens West Ham Park	12 <sup>th</sup> May 2014 19 <sup>th</sup> May 2014 2 <sup>nd</sup> June 2014 2 <sup>nd</sup> June 2014	
<b>Subject:</b> Anti-social Behaviour, Crime and Policing Act 2014	<b>Public</b>	
<b>Report of:</b> Remembrancer	<b>For Information</b>	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This Report informs the Committee of a legislative change which will allow the Common Council to exercise new powers to tackle anti-social behaviour (including powers relating to the control of dogs) in the City Corporation's open spaces.</p> <p>The Anti-social Behaviour, Crime and Policing Act 2014 creates the Public Spaces Protection Order, which may be used by local authorities to curtail activities which have a detrimental effect on public spaces in their areas. As a result of discussions with the Government, provision was included in the Act to enable the Secretary of State to designate the Common Council and other custodians of open spaces as bodies additionally entitled to make these Orders.</p> <p>Use of this provision will enable the Common Council to make Public Spaces Protection Orders in the open spaces outside the City. Infringements of the Orders will be criminal offences punishable by a fixed penalty notice of £100, or a fine of £1,000 on summary conviction.</p> <p>The Common Council's power to make Dog Control Orders will cease after the changes come into effect, although existing Dog Control Orders will continue in force for a period of three years.</p> <p><b>Recommendation:</b></p> <p>The Committee is invited to receive this report.</p>		

## **Main Report**

### **Introduction**

1. The Anti-social Behaviour, Crime and Policing Act 2014 reforms the powers available to local authorities, the police and other bodies to tackle anti-social behaviour. It replaces nineteen existing instruments with a simpler framework of six broad remedies. Among the new remedies is the Public Spaces Protection Order. This will enable local authorities to prohibit or restrict activities which have a detrimental effect on public spaces in their areas.

### **Background**

2. The instruments to be abolished by the Act include the Dog Control Order. The legislation which introduced these Orders allows the Secretary of State to designate bodies other than the local authority as “secondary authorities” for the control of dogs in relation to particular land. Secondary authorities are permitted to make Dog Control Orders where the local authority for the area has not done so. The Common Council was designated in 2012 as a secondary authority in relation to most of the open spaces managed by the City Corporation outside of the City.
3. The possibility that Dog Control Orders might be abolished first became apparent in July 2012. Following a report of the Director of Open Spaces, Members authorised officers to engage with the Government in order to protect the Corporation’s ability to control dogs in its open spaces. Accordingly, discussions were entered into with departmental officials to explore the possibility of making the new powers in the Act available to bodies in the position of the Corporation. Amendments were eventually tabled in the House of Lords by arrangement with the former M.P. for the City, Lord Brooke of Sutton Mandeville.
4. Following the debate on the amendments tabled by Lord Brooke, the Government accepted the case and brought forward a new clause. Accordingly, the legislation in its final form includes a power for the Secretary of State to designate a body other than a local authority as capable of making Public Spaces Protection Orders in relation to any public space over which that body has an existing power to make byelaws. The Government intends to designate the Common Council under this provision in respect of the open spaces outside the City.



## **Public Spaces Protection Orders**

5. Public Spaces Protection Orders may be made in relation to activities carried on (or likely to be carried on) in a public place, which are reasonably considered to have a detrimental effect on the quality of life in the locality. This effect must be persistent or continuing in nature, and must be such as to make the activity unreasonable. The Orders may restrict activities through prohibition or the imposition of requirements, although these restrictions may not go beyond what is reasonable and justified in relation to the detrimental effect sought to be tackled. For bodies designated under the new provision described above, the Orders may only restrict activities which are within the scope of the body's pre-existing byelaw-making powers.
6. Consultation with the police and community representatives must be undertaken before a Public Spaces Protection Order is made. A designated body will additionally have to consult with the local authority for the area. Requirements of publicity will be laid down in regulations at a later date. The Orders will have effect for periods of up to three years, but may be renewed indefinitely for so long as they are considered to be necessary.
7. Breach of a Public Spaces Protection Order will be a criminal offence punishable by a Level 3 fine (currently £1,000). Alternatively, a fixed penalty notice of up to £100 may be issued by a constable or by an authorised officer of the authority which made the Order. While the Order is in force, any local byelaws which apply to the same activity will cease to have effect.
8. Public Spaces Protection Orders made by local authorities will generally take precedence over those made by designated bodies in relation to the same subject-matter and area. However, it will be open to any body with byelaw-making powers over land (such as the Common Council) to exclude generally the jurisdiction of the local authority to make Public Spaces Protection Orders, without affecting its own ability to make such Orders (if designated for that purpose).

## **Application to the City Corporation**

9. In relation to spaces within the City, the Common Council will be able to make Public Spaces Protection Orders simply in its capacity as a local authority. The new provision which has been secured will additionally allow the Common Council (as a designated body) to make Orders in relation to the open spaces outside the City, to the same extent as it can presently make

byelaws. The power will be similar in form to the existing power to make Dog Control Orders, but will cover a comprehensive range of anti-social behaviour, and not just that concerned with dogs.

10. Byelaw-making powers are exercised over all of the Corporation's open spaces that are managed under statutory authority (although not those held by the Corporation simply as a private landowner). It is considered that the various byelaw-making powers are wide enough to encompass most of the types of activity which might have a persistent or continuous detrimental effect on the quality of life in the locality, and which are therefore within the scope of the new order-making power.
11. It is anticipated that Public Spaces Protection Orders could be used on a case-by-case basis to tackle those problems which the current byelaws do not cover or have proved inadequate to address. The principal advantages of the Orders over byelaws are three-fold. First, no approval from the Government is needed before a Public Spaces Protection Order comes into effect, meaning that they can be used to respond more flexibly to developing problems. Second, fixed penalty notices can be issued for infringements of an Order, which is often likely to prove a more convenient and effective means of enforcement than prosecution in the magistrates' court. Third, infringements of an Order will potentially attract a higher penalty than is normal for infringements of byelaws, leading to a greater deterrent effect.
12. As with Dog Control Orders, Public Spaces Protection Orders made by the Common Council in relation to the open spaces outside the City will give way to any corresponding Orders made by the local authority for the area. This is subject to the Common Council's entitlement to exclude altogether the jurisdiction of the local authority in relation to a given area of land.

### **Commencement**

13. The new power is expected to come into force in October this year. It is understood that a period of six months after that date will be given to finalise any Dog Control Orders already under consideration, after which the Common Council's power to make Dog Control Orders will cease. Any Dog Control Orders applicable to the Corporation's open spaces at that time will continue in force for a further period of three years, after which they will be treated as if they were Public Spaces Protection Orders. The Common Council will during this period retain the ability to vary or revoke any Dog Control Orders previously made by it.

## **Consultation**

14. The Director of Open Spaces has been consulted in the preparation of this report.

## **Recommendation**

15. The Committee is invited to receive this report.

## **Background papers**

- Reports of the Remembrancer on the Anti-social Behaviour, Crime and Policing Bill:
  - Police Committee, 5<sup>th</sup> July 2013;
  - Policy and Resources Committee, 25<sup>th</sup> July 2013.
- Report of the Director of Open Spaces on Dog Control Orders:
  - Epping Forest and Commons Committee, 9<sup>th</sup> July 2012;
  - Hampstead Heath, Queens Park and Highgate Wood Committee, 23<sup>rd</sup> July 2012;
  - Open Spaces, City Gardens and West Ham Park Committee, 23<sup>rd</sup> July 2012.

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# Agenda Item 10

<b>Committee(s):</b>	<b>Date(s):</b>	
Open Spaces and City Gardens Committee	For decision	8 <sup>th</sup> April 2014
West Ham Park committee	For Information	8 <sup>th</sup> April 2014
Hampstead Heath, Highgate Wood and Queen's Park Committee	For Information	14 <sup>th</sup> April 2014
Epping Forest and Commons Committee	For Information	12 <sup>th</sup> May 2014
Port Health and Environmental Services Committee	For decision	13 <sup>th</sup> May 2014
<b>Subject:</b> Open Spaces Department Business Plan 2014-2017	<b>Public</b>	
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>	
<b>Summary</b>		
<p>This report seeks approval for the Open Spaces Department Business Plan for 2014-17. The plan outlines the departmental priorities for the forthcoming year, outlines out longer term projects and specifies how we will measure our performance using a range of performance indicators.</p> <p>Progress delivering the Business Plan will be reported quarterly.</p>		
<b>Recommendation(s)</b>		
Members are asked to:		
<ul style="list-style-type: none"><li>• Approve the Open Spaces Department Business Plan for 2014-17</li><li>• Determine whether any projects and performance indicators represent high risk or priority areas of service, which you would require to be featured in the quarterly progress reports to this committee.</li></ul>		

## Main Report

### Background

1. The department follows a clearly defined annual planning cycle which links service priorities with the budget setting cycle.

2. The Business Plan summarises key activities which will be completed in the forthcoming year and longer term projects where work will be done to define the scope of projects and arrive at more specific costs and timescales.
3. The plan links the department's activities to the City Together Strategy and the Corporate Plan, as well as outlining how performance will be measured within the department.

### **Current Position**

4. A number of changes have been made to the Business Plan. The plan has been shortened in length, with a lot of the information previously included in the main report being included as appendices. This is both to reduce production costs and to make the Business Plan more accessible.
5. Feedback from members of staff suggested a single page summary of the plan would be helpful, in a format which could be printed and displayed on noticeboards at site. This has been introduced and included as an Appendix.
6. The department's strategic objectives were developed at an away day attended by the Director and Superintendents. Key objectives were developed in consultation with all Superintendents and a wide range of staff members drawn from across sites.
7. In previous years around twenty five key performance indicators were listed. In the new plan four key performance indicators have been identified. These are measures which seek to give an overall indicator of the performance of the department in three key areas: the conservation, people management, finance and customer satisfaction. Appendix E lists four performance indicators specific to the Cemetery and Crematorium which will be reported to the Port Health and Environmental Services Committee three times a year.
8. Other performance indicators which will be used at specific sites or in day to day management are included in an appendix.
9. Finally, following consultation with the City Surveyor's Department and the Chamberlain's Department it was agreed that capital projects should be divided into short term, medium term and long term to aid planning.
10. Short term projects are those which are thoroughly scoped with budgets and timetables for delivery.
11. Medium term projects are for delivery in three to five years time. These are projects where work needs to be carried out in the forthcoming financial year to define the scope of the project and identify budgets.
12. Long term projects are those with a timetable for delivery of over five years. These are currently not closely defined, but it was felt important to aid longer term resource planning to collect these projects in a single management document.

## **Corporate & Strategic Implications**

13. The Business Plan outlines how the Open Space Department's activities and key projects support the aims of the City of London Corporate. It links to the themes of the City Together Strategy and the City's Corporate Plan.

## **Conclusion**

14. Progress against the Business Plan will be monitored at monthly departmental management team meetings. Members will receive a quarterly monitoring report which provides details of progress on key project and the budget position.

## **Appendices**

- Appendix 1 – Open Spaces Department Business Plan and appendices

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**OPEN SPACES BUSINESS PLAN 2014-2017**

**Adopted by the Open Spaces Committee on the 8<sup>th</sup> April 2014**

## Contents

1. Director's Introduction.....	3
2. Departmental Strategic Objectives 2014/15 .....	5
3. Departmental values and delivering these through our activities in 2014/15.....	6
a. Quality .....	6
b. Inclusion .....	6
c. Environment .....	6
d. Promotion .....	6
e. People .....	7
4. Key objectives 2014/15 .....	8
a. Hampstead Heath Ponds Project .....	8
b. Delivering Savings .....	8
c. Epping Forest Management Plan.....	8
d. Highams Park Dam Project .....	9
e. Shoot Project .....	9
f. City Churchyards management arrangements.....	9
g. Queen's Park playground modernisation .....	10
h. Kenley Revival Project.....	10
i. West Ham Park Nursery feasibility study .....	10
j. West Ham Park Café Development.....	10
k. City Commons and Burnham Beeches management arrangements .....	11
l. Grazing project .....	11
m. Introduction of Land Management Category Board .....	11
n. Roll out of the Open Spaces visual identity .....	12
5. Medium and long term priorities and projects.....	13
a. Short term projects.....	14
b. Medium term projects.....	14
c. Long term projects.....	15
6. Key performance indicators.....	17
7. Supporting Information .....	18

## 1. Director's Introduction

2013/14 was a busy and successful year for the City of London's Open Spaces. The quality of the spaces we provide to London and beyond was once again confirmed by success in retaining our Green Flag and Green Heritage status at all sites.

At Hampstead Heath the Ponds Project was a challenging and significant piece of work. In the second half of the year local residents and visitors to the Heath were consulted on works to be done to ensure the dams meet safety standards.

At Epping Forest many elements of the Heritage Lottery Fund Branching Out Project were successfully delivered to time and on budget. Major improvements were completed at Jubilee Pond, which is now accessible to visitors in wheelchairs. Further work on the Grazing Strategy was also delivered with work beginning on an overwintering facility for cattle at Great Gregories. 2013/14 was also the first full year of operation for the new visitor centre 'The View', which was awarded a 'gold' accreditation by the Green Tourism Business Scheme (GTBS) for environmental design and visitor experience.

It is also good to celebrate many other notable achievements such as the awarding of £56,000 by the Heritage Lottery Fund to the Kenley Revival Project in October, the 'Blue Trees in London' installation by artist Konstantin Dimopoulos in the City Gardens, the completion of works to the traditional chapels at the Cemetery and Crematorium and the programme of innovative research carried out at Burnham Beeches and Stoke Commons in partnership with Natural England, the Environment Agency and South Buckinghamshire District Council to inform the Local Development Plan.

We also completed our City Bridge Trust funded programme 'Inspiring Londoners through Landscapes and Biodiversity'. The programme benefited around 10,000 school children each year who took part in a wide range of activities such as the 'Pond in your classroom' event and vegetable growing at West Ham Park. This was in addition to the significant work protecting landscapes and promoting biodiversity which was funded through this programme.

As a department a lot of creativity and energy was put in to a new visual identity which will be used across our sites to ensure visitors are aware of the City of London's role in managing green space in the Square Mile and well beyond.

Turning to 2014/15, there are three main priorities for our work. Two major hydrology projects – the Hampstead Heath Ponds project and the Highams Park Dam Project will be significant areas of work for the department. While the delivery of the projects will be carried out by engineers from the Built

Environment we will need to engage intensively with the local communities and manage the impact of works happening at our sites. This will require significant resources through the year.

A second priority is improving our use of resources. While in some cases our activities to achieve this goal will be achieved in a short time scale – such as merging the Superintendents' roles at Burnham Beeches and City Commons and the introduction of a Land Management Category Board - some projects are longer term in scope. The Shoot Project at the Cemetery and Crematorium is one such project, which through provision of further lawn graves will support the long term financial sustainability of the site.

The Departmental Business Plan provides details of our objectives for the forthcoming year and outlines how we will use our resources to deliver our objectives.

## 2. Departmental Strategic Objectives 2014/15

Our strategic objectives for the forthcoming financial year are:

- *Widening and developing what we offer to Londoners through education, biodiversity and volunteering*
- *Improving our use of resources through increased income generation and improved procurement*
- *Successfully developing and managing hydrology projects at Hampstead Heath and Epping Forest.*

The table below shows how our strategic objectives will be delivered through our departmental key objectives. It also shows how our objectives relate to the corporate objective of providing valued services to London and the nation.

Departmental Priority	14/15 Objective	Provide valued services to London and the nation	Improved use of resources	Hydrology projects	Widening offer to Londoners
1	Hampstead Heath Ponds Project	✓		✓	✓
2	Delivering savings	✓	✓		
3	Epping Forest Management Plan	✓			✓
4	Higham Park Dam Project	✓		✓	
5	Cemetery and Crematorium Shoot Project	✓	✓		
6	Formalise management of City churchyards	✓	✓		
7	Kenley Revival Project	✓			✓
8	West Ham Nursery feasibility study	✓	✓		
9	West Ham Park Café Development	✓	✓		
10	Queen's Park Playground	✓			✓
11	City Commons/Burnham Beeches shared management	✓	✓		
12	Grazing Strategy	✓	✓		✓
13	Introduction of Land Management Category Board	✓	✓		
14	Roll out of visual identity	✓			✓

### **3. Departmental values and delivering these through our activities in 2014/15**

The department has five values: quality, inclusion, environment, promotion and people. This section of the business plan outlines how our activities in 2014/15 will reflect these values.

#### **a. Quality**

We will participate in schemes which measure and benchmark our quality, applying for Green Flag status and Green Heritage Awards, and entering relevant categories in the London in Bloom awards.

#### **b. Inclusion**

We will use a standard visitor survey to collect information relating to those visiting our sites. We will use this data to analyse whether our visitors reflect communities near to our sites. The Departmental management team will then agree follow up action to improve our levels of inclusion.

We will deliver education and volunteering programme which seek to bring new and more diverse people to our sites. Our new application to the City Bridge Trust outlines our activities in these areas. Divisional plans outline local activities planned in these areas.

#### **c. Environment**

While this value underpins many of our key objectives outlined in Section 4 of this plan, two other areas of work will be continued during the year.

The grazing strategy will be progressed at two Divisions (Epping Forest and Burnham Beeches and City Commons). The year will see the completion of the overwintering facility at Great Gregories which will be used for the first time in the winter of 2014/15.

Sustainability Audits will also be completed during the year, as we continue to work to deliver our corporate carbon reduction target. An induction programme will also be provided for up to two other City of London departments.

#### **d. Promotion**

Two main areas of activity are planned in the area of marketing and communication.

- Roll out of the new visual identity
- Agreement of a social media strategy

A new visual identity was agreed for all Open Spaces sites in 2013/14. This identity will be used in all printed literature as well as on vehicles and uniform and in online communications.

Through 2014/15 the identity will be rolled out. This will be done in a low cost way – existing stocks of printed literature and uniform will be depleted, but any new communication materials will use the new visual identity. A project to update fixed signs at all sites will be scoped for delivery in subsequent financial years.

Use of social media to communicate the work of City London in maintaining Open Spaces has been piloted over the past two years. During 2014/15 we will develop and agree a strategy which lays out how we will develop this communication channel.

#### **e. People**

Training is essential to delivering a high quality and safe service. We will aim this year to spend 1.5% of direct staff costs on training. Our priorities for the year are training in:

- Personal Safety
- Health and Safety
- Management

The first area of priority reflects a newly identified departmental risk relating to anti-social behaviour in our Open Spaces. Many members of staff within Open Spaces regularly work alone and need training in technique to promote their personal safety. This training is one of our mitigating actions relating to the departmental risk.

Health and safety training remains a priority, given the risks inherent in many areas of operations. We will continue to encourage take up of appropriate health and safety training in the form of courses and informal learning such as 'tool box talks'.

In the area of management we have identified a need to ensure all managers are familiar with new procurement processes and the newly revised procurement regulations. In addition we will build our staff management skills, so that staff in Open Spaces are empowered and motivated, as we work towards Investors in People accreditation.

## 4. Key objectives 2014/15

### a. Hampstead Heath Ponds Project

<b>Objective</b>	Working in partnership with the Director of the Built Environment and City Surveyors and delivering the following elements of the project: facilitate investigative and other works on site; provide specialist biodiversity and conservation expertise in planning; develop management and maintenance plans for the dam post project completion; community engagement and communication of project; delivery of linked education project.
<b>Rationale</b>	This is a high profile project, led by the Director of the Built Environment and overseen by a Project Board. Significant staff resources at Hampstead Heath will be committed to this objective throughout the reporting year.
<b>Actions/Milestones</b>	April 2014 – June 2014 Facilitation of ground investigations.
	April 2014 – March 2015 regular stakeholder meetings.
	January 2015 – March 2015 Mobilisation phase.
	March 2015 Scoping documents produced for management and maintenance plans.
	March 2015 Education programme developed.

### b. Delivering Savings

<b>Objective</b>	To identify budget savings as agreed with the Chamberlain as part of the corporate Service Based Review process
<b>Rationale</b>	A corporate review of services has been initiated to make savings across the organisation over the next three financial years.
<b>Actions/Milestones</b>	June 2014 – Proposals produced for Finance Committee
	September 2014 – Agreement of Department Action Plan
	March 2015 – Delivery of any identified year one savings.

### c. Epping Forest Management Plan

<b>Objective</b>	Development of a new management plan for Epping Forest
<b>Rationale</b>	The previous management plan ran from 2004-2010. A



	new management plan needs to be produced.
<b>Actions/Milestones</b>	December 2014 – Initiation of the consultation on the management plan
	March 2015 – Completion of consultation stage

#### d. Highams Park Dam Project

<b>Objective</b>	Manage community engagement in the Highams Park Dam Project
<b>Rationale</b>	The Environment Agency (EA) has instructed the City of London to carry out dam reinforcement, so that it continues to comply with the 1975 Reservoirs Act. A project is currently underway to re-design the dam at Highams Park by the City of London Corporation and external consultants. The project is led by the City Surveyors, but Open Spaces leads community engagement in the project.
<b>Actions/Milestones</b>	March 2015 – Completion of community engagement programme during works at the site

#### e. Shoot Project

<b>Objective</b>	Development of new lawn graves at the Cemetery to support the long term sustainability of the site
<b>Rationale</b>	
<b>Actions/Milestones</b>	April 2014 – Gateway 3/4 approval
	June 2014-September 2014 – Planning application
	September 2014 – Gateway 5 approval
	January 2015 – March 2015 – initiation of works

#### f. City Churchyards management arrangements

<b>Objective</b>	Review management arrangements at City churchyards
<b>Rationale</b>	There are many different agreements and arrangements relating to the City churchyards. These require review to ensure that we are fulfilling our obligations relating to maintenance of the churchyards and also to ensure clarity around the provision of refreshment concessions in churchyards. This project will need to be completed in partnership with the Diocesan Advisory Committee, City churches, the Comptrollers department and others within the City of London.
<b>Actions/Milestones</b>	March 2015 – Completion of review

#### g. Queen's Park playground modernisation

<b>Objective</b>	Completion of Phase 3 of the playground
<b>Rationale</b>	Following successful completion of the first two parts of the project; the final elements of the new equipment will be installed in 14/15. Resources will be spent paying for installation of equipment and staff time in project management activities and implementation including landscaping works.
<b>Actions/Milestones</b>	September 2014 Initiation of Phase 3 including fundraising activities
	March 2015 Completion of the installation

#### h. Kenley Revival Project

<b>Objective</b>	Develop the Kenley Revival Project and submit detailed proposals for a Stage 2 Heritage Lottery Fund bid
<b>Rationale</b>	Conserve and communicate the second world war heritage features of Kenly Airfield fighter base
<b>Actions/Milestones</b>	June 2014 - Develop Activity Plan
	September 2014 - Develop Conservation Plan
	December 2014 - Develop Management and Maintenance plan – Physical and Digital
	December 2014 -Develop Learning Plan
	December 2014 - Submit HLF bid

#### i. West Ham Park Nursery feasibility study

<b>Objective</b>	Assess of the Nursery business plan performance
<b>Rationale</b>	A business plan for the nursery was developed for the period of 2010-2015. As the end of this period approaches an assessment of the performance of the nursery during this time needs to be completed, and an evaluation of future options undertaken.
<b>Actions/Milestones</b>	March 2015 – Completion of assessment and medium/long term plans for the nursery produced.

#### j. West Ham Park Café feasibility study

<b>Objective</b>	Develop a café in West Ham Park
<b>Rationale</b>	There is unmet demand for a café in West Ham Park and an opportunity to develop an income stream
<b>Actions/Milestones</b>	September 2014 – Completion of initial scoping,

	including discussion with City Surveyors
	April 2015 – Development of project plan

#### k. City Commons and Burnham Beeches management arrangements

<b>Objective</b>	Develop and Deliver the new Structure at City Commons and integrate management with Burnham Beeches & Stoke Common under a single Superintendent
<b>Rationale</b>	Accommodate recent changes to the Department's Senior Management team and to deliver efficiencies
<b>Actions/Milestones</b>	March 2015 - Deliver new structure at City Commons
	March 2015 - Identify and deliver new ways of 'collegiate' working across the 3 City Commons' sections whilst ensuring their status as separate Charities.
	March 2015 - Identify development/training needs to support the above
	March 2015 - Integrate communications across the City Commons and Burnham Beeches teams

#### l. Grazing project

<b>Objective</b>	Completion of infrastructure and first year of free range grazing at Epping Forest; expansion of grazing at Burnham Beeches
<b>Rationale</b>	This is the completion of a long-term project to re-introduce grazing at the Forest
<b>Actions/Milestones</b>	September 2014 – Full completion of over-wintering facilities at Great Gregories (Epping Forest)
	December 2014 – installation of hard and invisible fencing at the grazing zone (Epping Forest and Burnham Beeches)
	March 2014 – Completion of full year of free range grazing (Epping Forest)

#### m. Introduction of Land Management Category Board

<b>Objective</b>	Establish and develop programme of work for the Land Management Category Board
<b>Rationale</b>	Achieve improvements and efficiencies in departmental procurement through use of a category management approach to purchasing and the creation of a Land Management Category Board.
<b>Actions/Milestones</b>	April 2014 – Establishment of the board
	June 2015 – Agreement of priorities for year's work
	March 2015 – Reporting of savings achieved.

#### n. Roll out of the Open Spaces visual identity

<b>Objective</b>	Roll out of the new identity to all new publications, publicity materials newly purchased vehicles, infrastructure and uniforms
<b>Rationale</b>	Open Space sites, and the role of the City of London in managing and funding these sites, will be more effectively promoted through the use of a single identity for all publically available information
<b>Actions/Milestones</b>	April 2014 – Presentation of identity 'tool-kits' to staff
	September 2014 – Completion of initial training of staff in use of the toolkits
	March 2015 – Completion of roll out for all annually renewed publications and publicity materials.

## **5. Medium and long term priorities and projects**

We have a priority this year to improve our use of resources. This has led us to focus on longer term projects which we will need to develop to ensure that we can create new income streams and maximise existing income streams.

Many of our longer term projects require significant input from other departments of the City of London Corporation, in particular the City Surveyor's Department, and this list is provided to help their longer term business and resource planning. The list of projects identified below show areas where we are beginning to scope work, identify resource requirements and business plan for future years.

The City Surveyor's Department provides property asset management and facilities (including heritage) management service to Open Spaces through a dedicated team and a project management team.

A number of management documents outline how we will manage our assets in partnership with the City Surveyors. This document outlines our planned business requirements and plans for property assets. The Corporate Asset Management Strategy, written by the City Surveyors sets out how the City manages its operational property assets effectively, efficiently and sustainably, to deliver the strategic priorities and service needs.

Asset Management Plans for core Open Spaces sites are being devised to address the short, medium and long term requirements, ensuring that the portfolio is fit for purpose and that there is a plan of action to meet any changes in operational demand and to support the Open Spaces longer term aspirations for the sites.

Opportunities will be taken to achieve efficiencies in utilising or sharing accommodation and to grow potential income from services that complement the Open Spaces, whilst reducing revenue expenditure.

Grant funding to support a variety of public causes could also benefit the City's Open Spaces. These will continue to be explored in partnership with the City Surveyors to help drive proposals here and in Asset Management Plans forward.

### a. Short term projects

These are projects due for delivery in the next two years for which funding has been secured and plans developed.

Project	Timescale	Partners/contributors	Estimated costs
The Roman Kiln Project, Highgate Wood	2015/16 (Project Initiation Document in development)	Potential HLF funding	c. £100,000
Improvements to Queen's Park and Parliament Hill Cafes to increase income generation	2015/16 (Project Initiation Document in development)	For discussion with City Surveyors	£50,000-£150,000
The Shoot Project	2014/15	Cemetery and Crematorium Reserve Fund	£528,000
Great Gregories – overwintering facility	2014/15	Local Risk and HLF funded	£135,000-£220,000
Kenley Revival	2014/15	Stage One funding secured from HLF	£320,000-£500,000
Seething Lane Garden	2014/15	S106 Funding	£800,000
Senator House Garden	2014/15	S106 Funding	£500,000-£1,000,000
St Botolph's Bishopgate	2014/15	S106 Funding	£92,000
St Olave's Churchyard	2014/15	S106 Funding	£500,000-£1,000,000

### b. Medium term projects

These are projects due for delivery in the three to five years time. While the projects have been scoped, detailed plans and budgets may not have been established for each project.

Project	Timescale	Partners/contributors	Estimated costs
Parliament Hill and Queen's Park Paddling Pools; these	2017/18	City Surveyors	Tbc

facilities will be reaching the end of their expected lives and steps will need to be taken to replace/remodel facilities			
Education facilities at Hampstead Heath – change of use of buildings to align with the Corporate Education Strategy	2017/18	City Surveyors	Tbc
Bunhill Fields – restoration of memorials	Tbc	Possible HLF bid	Tbc
Wanstead Park	Tbc	Possible HLF bid	Tbc
Wanstead Flats – changing room renovation	Tbc	Possible Football Foundation bid	Tbc
Development of West Ham Park Café	2016/17	City Surveyor/disposal of asset	Tbc
Burnham Beeches Pond Embankments	Tbc	City Surveyors	£180,000

### c. Long term projects

These are projects where scoping has just been initiated. Plans are in development and budget yet to be defined. These projects will be delivered in five years' time or beyond.

<b>Project</b>	<b>Timescale</b>	<b>Partners/contributors</b>	<b>Estimated costs</b>
<b>Hampstead Heath – Operational Buildings</b> – (project to look at a range of buildings consolidate/improve/income generate)	Tbc	City Surveyors	Tbc
<b>Hampstead Heath – Lido</b> –	Tbc	City Surveyors	Tbc

project to improve infrastructure and maximise income potential of site			
<b>Open Space Signs</b> – replacement of signs at all sites using new visual identity	Tbc	City Surveyors	Tbc
<b>Replacement of the Cremators</b> – both Cremators at the Cemetery and Crematorium will reach the end of their working life	2020/1	City Surveyors	£1.5million



## 6. Key performance indicators

Four KPIs have been developed to assess the performance of the department through the year. In addition each division will measure their own indicators to reflect performance of the particular elements of their business. Appendix E lists additional performance indicators and information which will be monitored by managers within Open Spaces. A dashboard containing information on performance indicators will be presented to the Departmental Management Team on a monthly basis and to the Open Spaces Committee on a quarterly basis.

KPI	Description and target
Conservation	Number of sites (out of 15) with current management plan. Traffic light measure (Red= no current management plan; Amber= work on next plan to be initiated; Green= no action required) Target – no red sites by the end of the reporting year; action taken for all amber sites.
Customer satisfaction	Introduction of 60 second survey at all sites; 14/15 to serve as baseline data; Target: completion of 100 60 second surveys for each division.
Finance	Income as a percentage of local expenditure (actuals) (Goal of increase percentage for 14/15 compared to 13/14)
People management	Training costs as a percentage of total direct employee costs (goal of trainings costs of 1.5% of direct employee costs)

## **7. Supporting Information**

- A. Business Plan Summary
- B. Departmental Risk Register Summary
- C. Establishment chart/ Workforce information
- D. Financial information
- E. Performance Indicators.

# Open Spaces Business Plan 2014/15

## Our strategic aims

Widening and developing what we offer to Londoners through education, biodiversity and volunteering

Improving our use of resources through increased income generation and improved procurement

Successfully developing and managing hydrology projects at Hampstead Heath and Epping Forest

## Our key objectives

1. Hampstead Heath Ponds Project
2. Delivering cost savings
3. Epping Forest Management Plan
4. Highams Park Dam Project
5. The Shoot Cemetery Project
6. City Churchyards Management Project
7. Queen's Park playground modernisation
8. Kenley Revival Project
9. West Ham Park Nursery feasibility study
10. West Ham Park Café Development
11. City Commons and Burnham Beeches management arrangements
12. Grazing Project
13. Introduction of the Land Management Category Board
14. Roll out of the Open Spaces visual identity

All our activities support the corporate objective of providing valued services to London and the nation

## Measuring our success



### People

Training costs as a % of total direct employee costs



### Conservation

Number of sites out of fifteen with current management plans



### Finance

Income as a % of local expenditure



### Customer satisfaction

Establishment of baseline data on visitor satisfaction

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Departmental risk tracker				Owned By Administered By		Director of Open Spaces Departmental Business Manager		Version Date			
								2014/15 18th March 2014			
Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk			Control Evaluation		
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction			
1	Extreme weather or changing environmental conditions having an affect on site operations and usage	4	5	Superintendents and City Surveyor	Monitoring of reservoirs required to meet Environment Agency	3	5	R	↓	Completion of Emergency Plans and introduction at all Sites. Carry out defined responsibility for the Director Open Spaces and City Surveyor to address implications of Dam works at Hampstead Heath and Epping Forest	A
2	Impact on Landscape Management of an outbreak of diseases affecting animals (e.g. Foot and Mouth). Also plant and tree diseases, with the potential to alter the character of land and eradicate plants	5	4	Superintendents	Monitor Defra and Forestry Commission websites for updates, meet all Defra guidance on animal welfare, movements and, if outbreak occurs, protection zones. Train relevant staff. Inform public/restrict access as required.	5	3	R	↑	Continue to monitor arrangements for grazing animals and local animal enclosures. Consider additional vaccination. Introducing further measures, based on advice received, monitor tree disease, departmental tree disease group to meet quarterly.	A
3	Threat of death or serious injury resulting in substantial fines and negative publicity if health and safety procedures fail or other regulations fail	4	4	Superintendents and City Surveyor	The Department has developed an annual H&S auditing system including independent assessment, and has identified Top X risks. Departmental H&S Policy Framework now developed. Mapping of underground services has been carried out across the Department.	3	4	A	↑	Action outcomes from annual audit and accident investigations. Keep Top X risks under review. Alert staff to new mapping arrangements.	A

KEY	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Impact	Insignificant	Minor	Moderate	Major	Catastrophic

\*Direction relates to change in assessment since last review (up/down/no change)

Control Evaluation:
R: Existing controls are not satisfactory
Y: Existing controls require improvement/Mitigating controls identified but not yet implemented fully
G: Robust mitigating controls are in place with positive assurance as to their effectiveness

Departmental risk tracker				Owned By		Director of Open Spaces		Version	
				Administered By		Departmental Business Manager		Date	
								2014/15 18th March 2014	
Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk		Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact		
4	Impact of anti-social behaviour (drug dealing, violence, fly-tipping and dog attacks) at sites incurring increased costs, detriment to the environment and damage to reputation	4	4	Superintendents	Enforcement action, partnership working with emergency services, Safer Neighbourhoods Team in local authorities, visible staff presence, infrastructure development (installation of gates, clearing of undergrowth etc).	3	3	Range of enforcement strategies partnerships and infrastructure development to address individual problems at sites.	A
5	Unavoidable reduction in income	4	4	Superintendents	All sites monitor their income and debt closely to ensure they remain within their local risk budgets and new income streams have been identified where appropriate. More pressure on budgets due to the efficient savings. Monitoring cross-compliance of ELS/HLS obligations	4	3	Further ways of increasing income to be considered at all sites	A
6	Encroaching housing development and highways may have an adverse effect on the Open Spaces, arising from Planning legislation changes	4	4	Superintendents	Planning applications monitored closely by Superintendents. Adjoining land is purchased when possible to effect a buffer zone	4	3	Monitor further opportunities to purchase land. Need to develop mechanisms and identify new solutions to address planning policy.	A
7	Increase in fly-tipping, including handling hazardous substances with risk of contamination, risk of environmental damage, landfill tax	5	3	Superintendents	Ensure staff are appropriately briefed about the correct procedures for dealing with hazardous substances	4	3	Promote the need for increased fines and ensure more publicity to highlight the issue	A
8	Implications of increasing energy costs	5	3	Superintendents	Departmental Improvement Group, reviews consumption quarterly and a Departmental Energy Action Plan produced.	4	3	Respond to the Corporate demand to reach Carbon Reduction Commitment	A

KEY	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Impact	Insignificant	Minor	Moderate	Major	Catastrophic

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Departmental risk tracker				Owned By		Director of Open Spaces		Version	
				Administered By		Departmental Business Manager		Date	
								2014/15 18th March 2014	
Risk No.	Risk	Gross Risk		Existing Controls	Net Risk		Planned Action	Control Evaluation	
		Likelihood	Impact		Likelihood	Impact			Risk Status & Direction
9	IS Failure affecting service delivery or loss of data	4	3	Risk management included in IS strategy, numerous measures in place. Departmental business continuity plan has been developed	3	3	Continuous review of systems and improvement programme carried out in conjunction with IS Division	G	
10	Buildings/infrastructure may deteriorate or become unstable/unusable through insufficient maintenance and may cause serious injury	4	4	City Surveyor undertakes annual surveys and has 20 year plan of works to maintain the buildings. Superintendents have commented on revisions to the maintenance plan including infrastructure. Extra investment from the additional works programme. Control measures have been introduced for some reservoirs and others are planned. Corporate training on the Control of Contractors implemented and protocol developed.	3	3	Further meetings taking place with City Surveyor to develop a Division of Responsibility Schedule and ensure new repairs and maintenance contract is working effectively. Develop plan to address Wanstead Park "at risk" status. Departmental legionella and asbestos plans to be reviewed.	A	
11	Service delivery affected by outside factors e.g. pandemic, strikes and fuel shortages	3	5	Departmental pandemic plan produced. Staff cover arrangements in place	3	3	Review in light of any further advice from the Corporate Business Continuity team	G	
12	Inability to deliver additional burial space	4	4	Scheme in place to use more of existing burial space and reuse graves	3	3	Developing a project to prepare additional space for 10 years time	G	
13	Failure to secure sufficient external funding for major capital works	3	4	Funding achieved for Wanstead Flats and Branching Out Project. Funding for Hampstead Heath and Wanstead Park still to be secured.	3	3	Project programmes could be prepared to secure funding for Hampstead Heath and Wanstead Park, but will have to follow the further resolution of hydrology issues	A	

KEY	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Impact	Insignificant	Minor	Moderate	Major	Catastrophic

\*Direction relates to change in assessment since last review (up/down/no change)

**Control Evaluation:**

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A: Existing controls require improvement/Mitigating controls identified but not yet implemented fully

G: Robust mitigating controls are in place with positive assurance as to their effectiveness

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## OPEN SPACES: Summary Business Plan 2014/17

Our <b>Strategic Aims</b> are:	<ul style="list-style-type: none"> <li>• Widening and developing what we offer to Londoners through education, biodiversity and volunteering</li> <li>• Improving our use of resources through increased income generation and improved procurement</li> <li>• Successfully developing and managing potential hydrology projects at Hampstead Heath and Epping Forest.</li> </ul>
<b>Vision / Key Objectives</b> and /or <b>Key Policy Priorities</b> are:	<ol style="list-style-type: none"> <li>1. Hampstead Heath Ponds Project</li> <li>2. Delivering cost savings</li> <li>3. Epping Forest Management Plan</li> <li>4. Highams Park Dam Project</li> <li>5. The Shoot Cemetery Project</li> <li>6. City Churchyards Management Project</li> <li>7. Queen's Park playground modernisation</li> <li>8. Kenley Revival Project</li> <li>9. West Ham Park Nursery feasibility study</li> <li>10. West Ham Park Café Development</li> <li>11. City Commons and Burnham Beeches management arrangements</li> <li>12. Grazing Project</li> <li>13. Introduction of the Land Management Category Board</li> <li>14. Roll out of the Open Spaces visual identity</li> </ol>

Our <b>Key Performance Indicators</b> are:		
Description:	2013/14 performance	2014/15 target
Conservation: number of sites out of fifteen with current management plans	13	15
People: training costs as % of total direct employee costs	1.0%	1.5%
Finance: income as a % of local expenditure	45.6%	50%
Customer satisfaction: establishment of baseline data on visitor satisfaction	N/A	N/A

## Financial Information

	2012/13 Actual	2013/14 Latest Approved Budget	2013/14 Actual Outturn (1)		2015/16 Original Budget
	£000	£000	£000	%	£000
Employees	13,710	13,996	13,996	100	14,206
Premises	3,623	2,034	2,034	100	2,003
Transport	806	684	684	100	597
Supplies and Services	3,044	2,254	2,254	100	2,142
Third Party Payments	137	103	103	100	78
Transfer to Reserves	297	75	75	100	100
Total expenditure (excluding City Surveyor)	21,617	19,146	19,146	100	19,126
City Surveyor (repairs & Maintenance and Cleaning)	2,275	3,021	3,021	100	4,785
Total expenditure	23,892	22,167	22,167	100	23,911
Total Income	(8,377)	(7,885)	(7,885)	100	(8,376)
Total Local Risk	15,515	14,282	14,282	100	15,535
Total Central Risk	(2,668)	(2,648)	(2,648)	100	(1,719)
Total Local and Central	12,847	11,634	11,634	100	13,816
Recharges	3,988	4,344	4,344	100	4,354
Total Net Expenditure	16,835	15,978	15,978	100	18,170

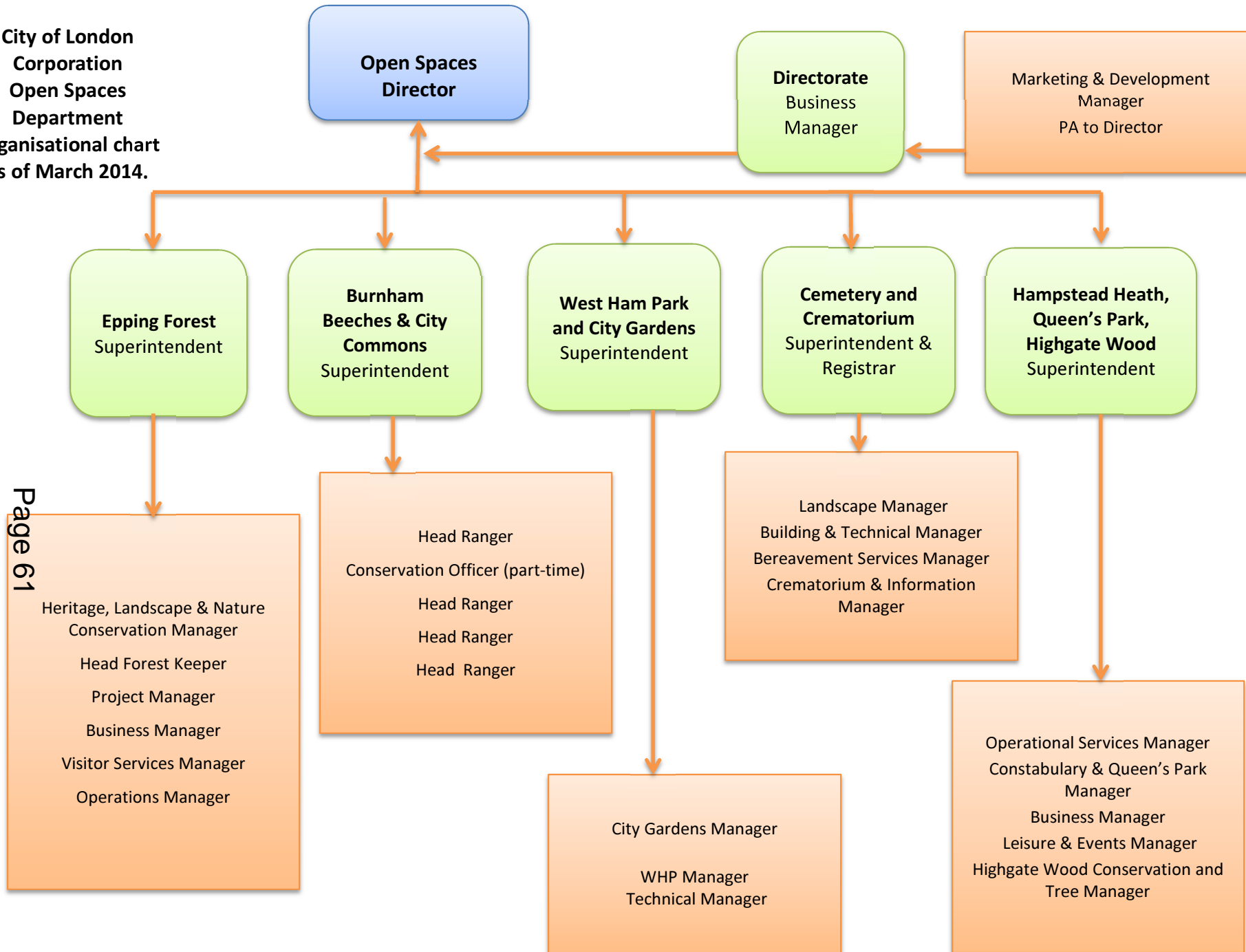
## Notes on Financial Information:

1. Expected outturn at December 2013.

## Staffing information

- 371 staff in post (352.41 FTEs) **(See note 3)**
- Age profile
  - Under 21 - 0.54%
  - 21 – 30 – 10.24%
  - 31 – 40 – 21.0%
  - 41 – 50 – 36.65%
  - 51 – 60 – 25.61%
  - 61+ - 6.20%
- Service profile
  - Up to 5 years 40.16%
  - 6 – 20 years 43.67%
  - 21+ years 16.17%
- Ethnic Minority Staff 10.24%
- Female staff 25.88%
- Annual turnover 17.00%

**City of London Corporation  
Open Spaces Department  
Organisational chart  
as of March 2014.**



Page 61

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## Appendix E: Performance Indicators

Four key performance indicators will be used to drive performance in the department through 2014 and 2015.

In addition to these four indicators, which seek to give a broad overview of our performance, additional performance indicators will be monitored. Below they are listed and the people who will collect the information, monitor and act on the indicators are specified.

### Business performance indicators

Indicator	Compiled by	Reviewed by
Sickness absence statistics	HR Business Partner	SMT quarterly
Energy consumption	Energy wardens at sites	Sustainability Improvement Group
Purchase order processes data	CLPS	Finance Improvement Group and SMT quarterly
Monthly budget reports	Chamberlain's department	Budget managers, Director, Departmental Business Manager and Chamberlain's quarterly
Service response standards	Town Clerk's	SMT quarterly
Freedom of Information responses	Departmental Business Manager	SMT quarterly (on exception basis)
H&S Accident Reporting	Technical Manager	Health and Safety Improvement Group quarterly
Website visits	Marketing and Development Manager	Interpretation Improvement Group quarterly

### Cemetery and Crematorium indicators

Indicator	Compiled by	Reviewed by
Maintain market share of burials	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly
Maintain market share of cremations	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly

Percentage of income for the Cemetery and Crematorium compared with the target income of £4.174m (£4.1m 2013/14)	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly
Increase the number of cremations using the new fully abated Cremator	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly

<b>Committee(s):</b>	<b>Date(s):</b>
Epping Forest & Commons Committee	12 May 2014
<b>Subject:</b> Provisional Additional Works Programme - 2015/16	<b>Public</b>
<b>Report of:</b> City Surveyor	<b>For Information</b>
<b>Report No: 130/14</b>	
<b>Summary</b>	
<p>This report sets out a provisional list of cyclical projects being considered for properties under the management of Epping Forest and Commons Committee under the umbrella of the “additional works programme”.</p> <p>The draft cyclical project list for 2015/16 totals approximately £0.72m and if approved will continue the ongoing programme in the maintenance of the property and infrastructure assets.</p>	
<b>Recommendation</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Endorse the provisional list of works for 2015/16.</li> </ul>	

## Main Report

### Background

1. At the Resource Allocation sub Committee in January 2014 Members considered and approved a prioritised list of “additional works” projects for 2014/15.
2. The total value of the approved works packages was some £4.67m. Of this allocation Epping Forest and Commons Committee received the benefit of £0.61m to allow 147 projects on the prioritised list to proceed in 2014/15.
3. This approved package of works continues a programme of works that has seen the additional investment of around £3.7m over the last five years.
4. The Director of Open Spaces has requested that your Committee be provided with a preview of the likely works list in 2015/16 for Epping Forest and Commons Committee.

### Current Position

5. I am in the process of finalising the review of our forward maintenance plans (20 years) which will form the basis of the next round of additional works bids for 2015/16.

6. This review is expected to be completed in the next few weeks. In the interim and to allow you to have an early preview I append a provisional list of projects for Epping Forest, City Commons, Burnham Beeches and Stoke Common under consideration for 2015/16.
7. It should be noted that this provisional list for 2015/16 is subject to a final review prior to presentation to the Corporate Asset sub Committee in June and consideration by the Resource Allocation Sub-Committee at the end of 2014.
8. At this stage in the cycle the list has not been prioritised. The prioritisation process is only possible when all the provisional lists from across the Operational estate have been compiled.
9. The process for prioritisation is as follows; work items are initially assessed on the basis of condition, which places the work item into the appropriate year. Thereafter the following factors are considered: Property status (e.g. English Heritage listing) potential reputational impact, health and safety, relevancy of works compared to other items at the same location and client consultation feedback including service implications for the work not being completed.

### **Corporate & Strategic Implications**

10. The proposals contained within the attached annexe lists support the theme “Protects, promotes and enhances our environment” within the City Together Strategy.
11. The provisional list for Epping Forest & Commons identifies a number of works that could be progressed within a reasonable timescale subject to funding being made available for the additional works programme, and providing that proposed expenditure is not affected by other decisions taken in respect of any particular property asset.
12. Prioritisation of additional works will depend upon the consultation feedback but will also need to reflect the City’s Corporate Property Asset Management Strategy 2012-2016 and the strategic objectives contained therein to manage the City’s operational assets effectively, efficiently and sustainably to deliver strategic priorities and service needs. Furthermore consideration will be made to any other strategic asset management decisions, which reflect the wider corporate objectives to ensure that the City can meet its overall criteria relative to the management of its property assets.
13. It is intended that Epping Forest, City Commons, Burnham Beeches and Stoke Common benefit from the provisional 2015/16 additional works programme, in the order of £719,000k;

Epping Forest	£495,500	69%
City Commons	£143,000	20%
Burnham Beeches	<u>£80,500</u>	11%
	<b>£719,000</b>	



14. The works include various repair and replacement to major elements as classified below

General Open space	£218,300	30%
Various Structures	£202,700	28%
Lodges	£138,500	20%
Bridges & infrastructure	£76,000	11%
Roads and car parks	£75,500	11%

### **Implications**

15. As indicated above, these provisional schedules are based on a preliminary review of the forward maintenance plans otherwise known as the 20 year plans and are subject to further evaluation in terms of value to Epping Forest, City Commons, Burnham Beeches and Stoke Common with regard to overall corporate priorities, including availability of resources, sound asset management and accommodation provisions/arrangements. It will be appreciated that the indicative sums are significant and no commitment to their funding can be implied or guaranteed at this stage.

### **Conclusion**

16. The attached provisional list of work for 2015/16 with an indicative value of £0.72m presents another opportunity to maintain the impetus of cyclical repairs and maintenance at Epping Forest, City Commons and Burnham Beeches.

### **Appendices**

- Appendix A - Provisional additional works programme 2015/16

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## Epping Forest

Building	Cash	Epping Forest & Commons	Epping Forest	General	CAR PARK/ROAD OVERHAUL LEVELLING/RESURFACING	50,000
Building	Cash	Epping Forest & Commons	Epping Forest	General	FENCING OVERHAUL	10,000
Building	Cash	Epping Forest & Commons	Epping Forest	General	FOOTPATH/PAVING REPLACEMENT	10,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	General	CONSERVATION MANAGEMENT PLAN (DEER SANCTUARY BIRCH HALL PARK)	15,000
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	General	WATER HYGIENE CYCLICAL WORK (INCL LODGES)	5,000
Infrastructure	Cash	Epping Forest & Commons	Epping Forest	General	BRIDGE/CULVERTS INSPECTION	20,000
Infrastructure	Cash	Epping Forest & Commons	Epping Forest	General	RESERVOIR SUPERVISION	5,000
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	Mess Room, The Warren	SPACE HEATING - RADIATORS REPLACEMENT	6,500
Building	Cash	Epping Forest & Commons	Epping Forest	The Warren Detached Garage	CLADDING REPLACEMENT/OVERHAUL	3,000
Building	Cash	Epping Forest & Commons	Epping Forest	The Warren Detached Garage	BRICKWORK POINTING	2,000
Building	Cash	Epping Forest & Commons	Epping Forest	Lawrence Building, The Warren	EXTERNAL DECORATIONS	2,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	Lawrence Building, The Warren	HISTORICAL SURVEY/RESEARCH	10,000
Building	Cash	Epping Forest & Commons	Epping Forest	Queen Elizabeth Hunting Lodge	BRICKWORK POINTING	1,500
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	Queen Elizabeth Hunting Lodge	MOISTURE MONITORING EQUIPMENT REPLACEMENT	5,000
Electrical	Cash	Epping Forest & Commons	Epping Forest	Queen Elizabeth Hunting Lodge	FIRE ALARM REPLACEMENT	8,000
Electrical	Cash	Epping Forest & Commons	Epping Forest	Queen Elizabeth Hunting Lodge	SECURITY ALARM REPLACEMENT	2,000
Building	Cash	Epping Forest & Commons	Epping Forest	46 The Plain	DOORS REPLACEMENT 2 No. EXTERNAL	3,200
Building	Cash	Epping Forest & Commons	Epping Forest	Oil Store, Field Study Centre	ROOF REPLACEMENT	3,000
Building	Cash	Epping Forest & Commons	Epping Forest	Hostel (Ravensmead) FSC	DISABLED TOILET REFURBISHMENT ROOM 5	2,500
Building	Cash	Epping Forest & Commons	Epping Forest	Hostel (Ravensmead) FSC	FLOORING REPLACEMENT	12,000
Electrical	Cash	Epping Forest & Commons	Epping Forest	Hostel (Ravensmead) FSC	FIRE ALARM REPLACEMENT	4,000
Building	Cash	Epping Forest & Commons	Epping Forest	Teaching Block	INTERNAL DECORATIONS	10,000
Building	Cash	Epping Forest & Commons	Epping Forest	Teaching Block	TOILET REFURBISHMENT (STAFF AND DISABLED)	5,000
Electrical	Cash	Epping Forest & Commons	Epping Forest	Teaching Block	FIRE ALARM REPLACEMENT	7,000
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	Teaching Block	HEAT SOURCE - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	25,000
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	Teaching Block	HEAT SOURCE - BURNER REPLACEMENT	6,000
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	Teaching Block	HEAT SOURCE - FLUE REPLACEMENT	2,000
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	Teaching Block	WATER HYGIENE CYCLICAL WORK (INCL COTTAGES AT FSC)	5,000
Building	Cash	Epping Forest & Commons	Epping Forest	Public Toilets, High Beech	INTERNAL REFURBISHMENT	35,000
Building	Cash	Epping Forest & Commons	Epping Forest	1 Pauls Nursery, High Beach	DOORS REPLACEMENT 2 No. EXTERNAL	3,200

Building	Cash	Epping Forest & Commons	Epping Forest	1 Pauls Nursery, High Beach	ROOF REPLACEMENT (GARAGE)	3,000
Building	Cash	Epping Forest & Commons	Epping Forest	2 Pauls Nursery, High Beach	DOORS REPLACEMENT 2 No. EXTERNAL	3,200
Building	Cash	Epping Forest & Commons	Epping Forest	2 Pauls Nursery, High Beach	ROOF REPLACEMENT (GARAGE)	3,000
Building	Cash	Epping Forest & Commons	Epping Forest	Keepers Lodge, Rangers Road	DOORS REPLACEMENT 2 No. EXTERNAL	3,200
Building	Cash	Epping Forest & Commons	Epping Forest	Durning Lawrence Drinking Fountain Rear of Butlers Retreat	CLEAN AND WAX GRANITE	1,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	Durning Lawrence Drinking Fountain Rear of Butlers Retreat	MECHANICAL OVERHAUL	5,000
Building	Cash	Epping Forest & Commons	Epping Forest	Old Keepers Lodge, Wakes Arms	DOORS REPLACEMENT 2 No. EXTERNAL	3,200
Building	Cash	Epping Forest & Commons	Epping Forest	1 Keepers Lodge, Wakes Arms	DOORS REPLACEMENT 2 No. EXTERNAL	3,200
Building	Cash	Epping Forest & Commons	Epping Forest	2 Keepers Lodge, Wakes Arms	DOORS REPLACEMENT 2 No. EXTERNAL	3,200
Building	Cash	Epping Forest & Commons	Epping Forest	2 Keepers Lodge, Goldings Hill	DOORS REPLACEMENT 2 No. EXTERNAL	3,200
Building	Cash	Epping Forest & Commons	Epping Forest	2 Keepers Lodge, Goldings Hill	ROOF SPACE INSULATION	900
Building	Cash	Epping Forest & Commons	Epping Forest	Drinking Trough, Honey Lane Plain	BRICKWORK REPOINTING	500
Building	Cash	Epping Forest & Commons	Epping Forest	Drinking Trough, Honey Lane Plain	EXTERNAL DECORATIONS	1,500
Building	Cash	Epping Forest & Commons	Epping Forest	3 Jubilee Retreat	DOORS REPLACEMENT 2 No. EXTERNAL	3,200
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	3 Jubilee Retreat	RADIATORS REPLACEMENT	4,000
Building	Cash	Epping Forest & Commons	Epping Forest	Wanstead Flats General	BOUNDARY FENCING REPLACEMENT	3,000
Heating & Ventilation	Cash	Epping Forest & Commons	Epping Forest	Changing Rooms A & B, Aldersbrook Road	3 PHASE IMMERSION HEATERS REPLACEMENT	15,000
Heating & Ventilation	Cash	Epping Forest & Commons	Epping Forest	Changing Rooms A & B, Aldersbrook Road	HOT WATER SYSTEM CYLINDERS REPLACEMENT	15,000
Building	Cash	Epping Forest & Commons	Epping Forest	32 Blake Hall Road, Wanstead	DOORS REPLACEMENT 2 No. EXTERNAL	3,200
Building	Cash	Epping Forest & Commons	Epping Forest	The Temple, Wanstead Park	FLOORING REPLACEMENT (STAFF KITCHEN & FIRST FLOOR)	5,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	The Temple, Wanstead Park	CELLAR DECORATIONS	2,500
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	The Temple, Wanstead Park	MAJOR BRICKWORK REMEDIALS TO KITCHEN	5,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	The Temple, Wanstead Park	POND LINING AND GROUND DRAINS REPLACEMENT	10,000
Electrical	Cash	Epping Forest & Commons	Epping Forest	The Temple, Wanstead Park	FIRE ALARM REPLACEMENT	10,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	The Grotto, Wanstead Park	CONSOLIDATION AND SECURITY WORKS	40,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	The Grotto, Wanstead Park	DOCK & QUAY DREDGING	1,200
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	The Grotto, Wanstead Park	PUBLIC AREA OVERHAUL	3,500
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	The Grotto, Wanstead Park	QUINQUENNIAL SURVEY	2,500
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	The Grotto, Wanstead Park	RAILINGS OVERHAUL/DECORATION	1,500
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	1 Keepers Lodge, Wanstead Park	RADIATORS REPLACEMENT	2,000
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	2 Keepers Lodge, Wanstead Park	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	4,500
Heating and Ventilation	Cash	Epping Forest & Commons	Epping Forest	2 Keepers Lodge, Wanstead Park	RADIATORS REPLACEMENT	2,000
Building	Cash	Epping Forest & Commons	Epping Forest	Obelisk, Warlies Park	REDECORATE/LIMEWASH	1,600

Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	Obelisk, Warlies Park	FENCING REPLACEMENT	300
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	The Temple, Warlies Park	STONE SURFACES CLEANING	5,000
Building	Cash	Epping Forest & Commons	Epping Forest	Red Cottage, Woodredon Farm	RAINWATER GOODS REPLACEMENT	1,500
Building	Cash	Epping Forest & Commons	Epping Forest	Old Coaching House, Woodredon Lane	RAINWATER GOODS REPLACEMENT	1,500
Building	Cash	Epping Forest & Commons	Epping Forest	Old Coaching House, Woodredon Lane	ROOF REPLACEMENT (OUTBUILDINGS)	10,000
Building	Cash	Epping Forest & Commons	Epping Forest	Great Gregories Farm	ENTRANCE GATES REPLACEMENT 2 No.	2,000
Building	Cash	Epping Forest & Commons	Epping Forest	Great Gregories Farm (Cow Kennel Barn)	METAL STOCK GATES REPLACEMENT	3,500
Building	Cash	Epping Forest & Commons	Epping Forest	Great Gregories Farm (Cow Kennel Barn)	ROOF/SIDE PANEL REPLACEMENT (ASBESTOS PANELS/ROOF)	10,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	Eagle Pond Historic Landscape	DESIGN & SETTING OUT FEES	5,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	Highams Park Historic Landscape	DESIGN & SETTING OUT FEES	5,000
Building (Heritage)	Cash	Epping Forest & Commons	Epping Forest	Knighton Wood Historic Landscape	DESIGN & SETTING OUT FEES	5,000

**£495,500**

### City Commons

Building	Cash	Epping Forest & Commons	City Commons	General	DRAINAGE REPLACEMENT	15,000
Heating & Ventilation	Cash	Epping Forest & Commons	City Commons	General	WATER HYGIENE CYCLICAL WORK (INCL COTTAGES)	5,000
Building	Cash	Epping Forest & Commons	City Commons	Ashtead Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	8,000
Building	Cash	Epping Forest & Commons	City Commons	Ashtead Common General	ENTRANCE GATES REPLACEMENT	4,000
Infrastructure	Cash	Epping Forest & Commons	City Commons	Woodland Road Bridge, Ashtead Common	LOAD ASSESSMENT	10,000
Infrastructure	Cash	Epping Forest & Commons	City Commons	Overdale Entrance Bridge, Ashtead Common	LOAD ASSESSMENT	10,000
Heating and Ventilation	Cash	Epping Forest & Commons	City Commons	Estate Yard Office, Ashtead Common	WATER HEATERS REPLACEMENT	2,000
Building	Cash	Epping Forest & Commons	City Commons	Coulsdon Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	8,000
Building	Cash	Epping Forest & Commons	City Commons	Coulsdon Common General	DRAIN REPLACEMENT AT STITES HILL ROAD	3,000
Building	Cash	Epping Forest & Commons	City Commons	Coulsdon Common General	FOOTWAY PAVING REPLACEMENT	5,000
Building	Cash	Epping Forest & Commons	City Commons	Coulsdon Common General	SIGNAGE OVERHAUL	500
Building	Cash	Epping Forest & Commons	City Commons	Merlewood Estate Office	ROAD SAFETY MARKING	1,000

Building	Cash	Epping Forest & Commons	City Commons	Training Block/Staff Welfare Facilities/Workshop/Tool Store, Merlewood Estate Yard	DOORS REPLACEMENT	4,000
Building	Cash	Epping Forest & Commons	City Commons	Training Block/Staff Welfare Facilities/Workshop/Tool Store, Merlewood Estate Yard	DRAINAGE OVERHAUL/JETTING	2,000
Building	Cash	Epping Forest & Commons	City Commons	Open Barns, Merlewood Estate Yard	DRAINAGE WORKS (FOLLOWING SURVEY)	2,000
Building	Cash	Epping Forest & Commons	City Commons	1 Merlewood Close	ROOF REPLACEMENT (PORCH)	1,500
Building	Cash	Epping Forest & Commons	City Commons	2 Merlewood Close	FENCING DECORATION	1,000
Building	Cash	Epping Forest & Commons	City Commons	2 Merlewood Close	ROOF REPLACEMENT/OVERHAUL (PORCH)	1,500
Building	Cash	Epping Forest & Commons	City Commons	3 Merlewood Close	FENCING DECORATION	1,000
Building	Cash	Epping Forest & Commons	City Commons	3 Merlewood Close	RAINWATER GOODS REPLACEMENT (UVPC)	1,000
Building	Cash	Epping Forest & Commons	City Commons	Ninehams Lodge & Long Shed, Merlewood Estate	BRICKWORK REPOINTING (LONG SHED)	4,000
Building	Cash	Epping Forest & Commons	City Commons	Machinery Store, Spring Park	HARDSTANDING AREA REPLACEMENT (CONCRETE)	2,000
Building	Cash	Epping Forest & Commons	City Commons	Riddlesdown Common General	CAR PARK/ROAD RELINING	1,500
Building	Cash	Epping Forest & Commons	City Commons	Riddlesdown Common General	CAR PARK/ROADS RESURFACING/OVERHAUL	5,000
Building	Cash	Epping Forest & Commons	City Commons	Riddlesdown Common General	FOOTPATH OVERHAUL	4,000
Building	Cash	Epping Forest & Commons	City Commons	Riddlesdown Common General	SPEED HUMP REPLACEMENT	3,000
Building	Cash	Epping Forest & Commons	City Commons	Kenley Common General	ENTRANCE GATES REPLACEMENT	15,000
Building	Cash	Epping Forest & Commons	City Commons	Kenley Common General	HAYES LANE FENCE & CHAINLINK REPLACEMENT	6,000
Building	Cash	Epping Forest & Commons	City Commons	Farthingdown & New Hill General	BOLLARD DECORATION	1,000
Building (Heritage)	Cash	Epping Forest & Commons	City Commons	Farthingdown & New Hill General	ARCHAEOLOGICAL SURVEY OF SCHEDULED MONUMENTS	3,000
Building (Heritage)	Cash	Epping Forest & Commons	City Commons	Farthingdown & New Hill General	IRON AGE FIELD SYSTEM CONSERVATION WORKS /OVERHAUL	5,000
Building	Cash	Epping Forest & Commons	City Commons	West Wickham Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	8,000

**£143,000**

### Burnham Beeches

Building	Cash	Epping Forest & Commons	Burnham Beeches	General	CAR PARK/ROAD RESURFACING	20,000
Building	Cash	Epping Forest & Commons	Burnham Beeches	General	SEPTIC TANK SURVEY/REPLACEMENT	10,000
Building	Cash	Epping Forest & Commons	Burnham Beeches	General	SHELTERS REDECORATIONS	2,500
Heating and Ventilation	Cash	Epping Forest & Commons	Burnham Beeches	General	WATER HYGIENE CYCLICAL WORK (INCL LODGES)	2,000
Building	Cash	Epping Forest & Commons	Burnham Beeches	Estate Yard Complex	ROOF REPLACEMENT (PORTACABIN/STORE)	2,500
Electrical	Cash	Epping Forest & Commons	Burnham Beeches	Estate Yard Complex	FIRE ALARM REPLACEMENT (INCL OFFICE)	8,000
Electrical	Cash	Epping Forest & Commons	Burnham Beeches	Estate Yard Complex	POWERED SHUTTERS REPLACEMENT	15,000
Building	Cash	Epping Forest & Commons	Burnham Beeches	Aston - Keepers Cottage	RAINWATER GOODS REPLACEMENT	2,500
Building	Cash	Epping Forest & Commons	Burnham Beeches	Beech Cottage (Estate Yard)	BOUNDARY FENCING REPLACEMENT	8,000
Building	Cash	Epping Forest & Commons	Burnham Beeches	Beech Cottage (Estate Yard)	SEPTIC TANK SURVEY/REPLACEMENT	10,000

**£80,500**

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<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
<b>Epping Forest and Commons</b>	<b>12 May 2014</b>	<b>CS 026/13</b>
<b>Subject:</b> Outcome Report - QEHL Interpretation Centre (1 of 2)		<b>Public</b>
<b>Joint Report of:</b> <b>City Surveyor and Open Spaces</b>		<b>For Information</b>
<b><u>Summary</u></b>		
<b><u>Brief description of project</u></b>		
<p>Alteration and expansion of the Coach House, Rangers Road, Chingford into a visitor and education facility. In turn this project permits the City to regain the historic integrity of the adjacent Queen Elizabeth's Hunting Lodge (QEHL) to improve its presentation, access and displays. This project forms part of the greater Branching Out programme of works, substantially funded (74%) by the Heritage Lottery Fund (HLF) and carried out concurrently with Butlers Retreat (2 of 2)</p> <p>A condensed version of this report was submitted and approved at Projects Sub on the 2 April 2014. The condensed report contained a financial summary with interim figures which have now been adjusted to final sums to reflect commitments that have been placed in respect to the Interpretation element of the project.</p>		
<b><u>Outcome Report recommendation</u></b>		
<ul style="list-style-type: none"> <li>• Client department sign off procedures to incorporate stakeholder consultation; departmental templates to be updated.</li> <li>• Key risk items to contractors procurement and delivery should be standing items on meeting agendas; departmental pro-formas to design team meeting and contract progress agendas be updated.</li> <li>• Consider the use of a web hosting site for project information and hand over documentation.</li> <li>• In addition to technical operation information a simple building users guide to be included to supplement the Operation and Maintenance Manuals; briefing documentation to be updated to include simple building user guide to handover documentation.</li> </ul> <p style="margin-left: 40px;">Recommendations to be carried to Town Clerks programme office.</p>		

## Overview

<p><b>1. Evidence of Need</b></p>	<p>Lack of education space for visiting school parties.</p> <p>Former buildings under-used and did not meet compliance with the Disability Discrimination Act.</p> <p>Access to information and the view for visitors from the adjacent QEHL needed improvement. Lack of comprehensive exhibition display about Epping Forest.</p>
<p><b>2. Project Scope and Exclusions</b></p>	<p>Infill extension between Coach houses, external colonnade and viewing platform. The displacement of Orion Harriers Running club (but no relocation costs).</p> <p>The exhibition (or interpretation content) was managed directly by Open Spaces as a fit out item under this project (non contract fit out).</p> <p>It was considered that the immediate landscaping around the buildings would be best procured as part of the car parking project and was managed directly by Open Spaces as a separate project.</p>
<p><b>3. Link to Strategic Aims</b></p>	<p>A Vibrant and Culturally Rich City - Promoting a dynamic and culturally rich environment, by encouraging greater diversity of culture and leisure opportunities.</p> <p>An Inclusive and Outward Looking City - Promoting equality of opportunity, accessibility and involvement for everyone, in particular those who are currently excluded, and contributing to local, regional and national prosperity, by enhancing accessibility and raising awareness of existing opportunities strengthening the local voluntary and community sector and enhancing services for children and young people, support for vulnerable children and their families and facilitating expansion of childcare.</p>
<p><b>4. Within which category does the project fit</b></p>	<p>4. Substantially reimbursable</p> <p>7.a) Asset enhancement/improvement (capital)</p>

<p><b>5. What is the priority of the project?</b></p>	<p>B- Advisable</p>																
<p><b>6. Resources Expended</b></p>	<p>The figures below show the actual figures expended to date. Contract retention monies and are yet to be paid and are reflected in the Budget. (see 9 and Appendix).</p> <table data-bbox="635 584 1359 1144"> <tr> <td>Contract works</td> <td style="text-align: right;">1,245,233</td> </tr> <tr> <td>Fountain</td> <td style="text-align: right;">23,882</td> </tr> <tr> <td>Fit out</td> <td style="text-align: right;">42,110</td> </tr> <tr> <td>Displays</td> <td style="text-align: right;">173,736</td> </tr> <tr> <td>Equipment</td> <td style="text-align: right;">10,919</td> </tr> <tr> <td>Materials</td> <td style="text-align: right;">1,991</td> </tr> <tr> <td>Fees</td> <td style="text-align: right;">177,538</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>1,675,409</b></td> </tr> </table>	Contract works	1,245,233	Fountain	23,882	Fit out	42,110	Displays	173,736	Equipment	10,919	Materials	1,991	Fees	177,538	<b>Total</b>	<b>1,675,409</b>
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**Outturn Assessment**

<p><b>7. Assessment of project against Success Criteria</b></p>	<p>Although the Evaluation Report did not have any specific, measurable or timed criteria the following aims have been extracted:</p> <p><i>Increased patronage.</i></p> <p>The total number of visits to The View in 2012 were double those to the Hunting Lodge during the same period in the previous year and visitors to the QEHL have also increased, as illustrated in the graph below.</p>
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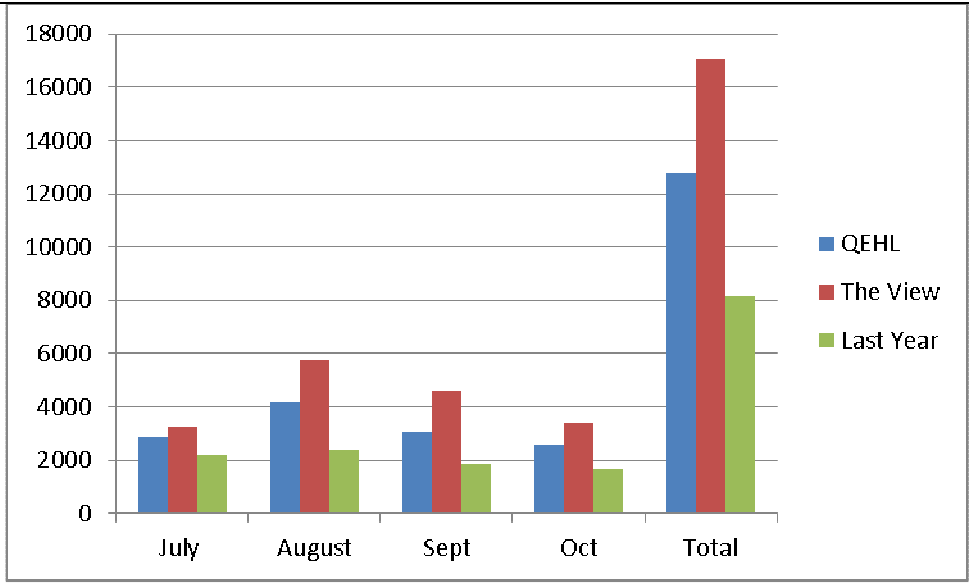


Figure 1. Graph indicating visitor numbers Summer/ Autumn 2012

During the same period, only 2% of the total of 451 comments received were negative.

*Improved visitor experience and enhance site for educational visits*

The buildings, improved landscaping and combination of modern and traditional materials is a significant improvement to the grouping of buildings and the setting of the listed Hunting Lodge . By housing the ancillary shop function the new building has enabled the presentation of the Hunting Lodge to be improved. The additional space created for the interpretation content allows the history and features of Epping Forest to be better understood and enjoyed.

*Accessibility*

The new buildings benefit from new pathways and level access is achieved to the main entrance of all the buildings in the group. The lift to the first floor and new viewing platform at the rear of the Interpretation Centre allows less able bodied visitors a similar view to that of the uppermost storey of the Hunting Lodge, which was historically open sided and to which level access cannot readily be provided.

**8. Programme**

The programme did not run as scheduled with the following delays to the project:

- As there was no right to access the adjacent property to erect scaffolding and carry out works an application was made to the adjacent long lessee, Whitbread, for a hoarding licence to the west elevation. However Whitbread used this their advantage as they were looking for consent to vary the terms of their lease. This frustrated the licence application by 4 months
- Between HLF stage 2 approval and development of detail

	<p>design there was a delay due to the appointment of the Open Spaces program manager.- 7 months</p> <ul style="list-style-type: none"> <li>• Construction delays to two critical packages- timber colonnade and glazing affected the contract completion. The infill glazing package was implemented as a contractors design portion and suffered as a result of the lack of clarity to specification and protracted communication between supplier, sub contractor, contractor and approving designer. Due to the relatively small value of the works the main contractor suffered from lack of attention from a supplier that monopolises the market (Pilkington). A value engineering workshop early in the procurement exercise would have been useful to agree the employer's requirements.</li> <li>• The windows in the front elevation were not scheduled for replacement and on removal of the render it was discovered that the frames were badly corroded. Deciding on a specification for the replacement, the approval of shop drawings and the manufacture of these led to a delay.</li> <li>• There was also a desire that the timber colonnade be sourced from Epping Oak. Checking the viability of this delayed the procurement of the timber and the package delivery</li> </ul> <p>As a consequence there was a delay the contract completion by 40 weeks in total.Of this delay 13 weeks were granted as a relevant event (outwith the contractors control) and an extension of time was granted at an additional cost of £33,000.</p> <p>To mitigate impact on the landscaping contract partial possession was taken so that temporary accommodation (both contractors and temporary staff) could be relocated off the forecourt. This effectively removed a resource for the contractor and may have contributed to the overall delay.</p>				
<p><b>9. Budget</b></p>	<p>See appendix for the comparative evaluation, tender and outturn costs.The contractor was local, which both met City of London Procurement aims and explained the lower tender price compared to other tendering contractor who had a wider national market. Savings and efficiencies were also made by letting this contract concurrently with Butlers Retreat. The increase in construction and project costs have largely been funded from HLF contingency.</p> <p><u>Significant contract variations:</u></p> <table border="1" data-bbox="528 1771 1471 2027"> <tr> <td data-bbox="528 1771 1302 1917">Additional expenditure against rainwater harvesting as the late provisional sum included was insufficient.</td> <td data-bbox="1302 1771 1471 1917">16,750</td> </tr> <tr> <td data-bbox="528 1917 1302 2027">Additional costs to for second-hand stock brick (scheduled works allowed for re-use which proved</td> <td data-bbox="1302 1917 1471 2027">4,000</td> </tr> </table>	Additional expenditure against rainwater harvesting as the late provisional sum included was insufficient.	16,750	Additional costs to for second-hand stock brick (scheduled works allowed for re-use which proved	4,000
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	uneconomic due to cementitious mortar)	
	Additional costs to the removal of underground diesel tanks to the forecourt (which resulted in large proportion of contingency being used). Although ground penetrating survey techniques were used to survey the underground services the scale and details of the diesel tanks were not apparent..	17,520
	Savings against a mansafe fall arrest system, omitted due to capital and ongoing revenue cost following assesment that temporary protection to the roof could be implemented and that the requirement for access was infrequent.	( 6,868)
	Additional costs to the removal of one long concrete lintel to shop (where the openings were faced up as multiple openings)	4,561
	Additional costs to front windows. These were scheduled to be repaired, however when the render was removed it was apparent the existing frame were badly corroded and required to be replaced.	6,000
	Timber structure above a suspended ceiling to the roof of the education was badly rotten and required additional unscheduled structural works	5,000
	<b>Sub Total</b>	<b>45,963</b>
	Balancing variations below £3,000	77,911
	<b>Total</b>	<b>123,874</b>
	<p><u>Other (non contract) variations</u></p> <p>In keeping with the overall heritage investment in the site, the Durning Lawrence Fountain adjacent to Butler's Retreat has been re-located onto a new foundation, cleaned and restored by Cathedral Works Organisation. This is reflected in the overall budget in Appendix 1.</p>	
<b>10. Risk</b>	It is the nature of a refurbishment project to an historic property that there will be unforeseeable risks inherent in the structure. Despite undertaking surveys of the fabric and underground scans at design stage neither the extent of the underground diesel tanks nor the	

	<p>peculiar structural arrangement of lintel to the west coach house were apparent. As such, these could not have been fully scheduled and the contract contingency was not sufficient, resulting in additional expenditure. It was useful that the primary funding partner (HLF) insist on a large central contingency which could be drawn upon.</p> <p>A risk register was developed in the early design development stage. Although this register was updated and circulated when the contractor was appointed it could have been better utilised to focus on key areas of risk at contract progress meetings.</p>
<p><b>11. Communications</b></p>	<p>The representative of the primary funder (the HLF) commented that that the quarterly reporting to them was good and concise.</p> <p>Early in the project, although user groups had been consulted it was assumed there was a degree of internal dialogue when stage approvals were signed off. It was assumed that when Client commented that these incorporated the user group comments, it transpired that this was not always the case and further, particular user requirements had to be filtered in at detailed design stage.</p>
<p><b>12. Benefits achieved to date</b></p>	<p><u>Visitor attraction</u></p> <p>The new permanent exhibition comprehensively covers the history and archaeology of the Forest along with its ecological significance for the first time. The innovative design incorporates items from the museum collection, including taxidermy, in an engaging way.</p> <p>Visitor Services are now able to book more school visits with the additional learning facilities and have employed two Learning Assistants to deliver more educational sessions at The View and the Hunting Lodge.</p> <p>School children have used the Community Room as part of their educational session and have also used the room to have lunch when the weather is inclement, which has led to very positive feedback from pupils and teachers alike.</p> <p>There has been good uptake of the Community Room and Temporary Exhibition spaces with regular bookings taken. The new building allows an improved shop which produces a steady income with significantly improved takings.</p> <p><u>Sustainability</u></p> <p>During the course of the works the existing building envelope was fully insulated. This, combined with a modern central heating system, passive infra-red controlled lighting and a photovoltaic (pv) array has improved the energy performance of the building which achieved a 'B' rating on its Energy Performance Certificate. The building also has rain water harvesting incorporated, low flush toilets and sensor controlled taps to minimise mains water consumption.</p>

	<p>For the first time Epping Foresthve received a gold standard in the Green Tourism Award for the Gateway complex, in part due to the sustainability of the View development. The project also helped Epping Forest retain the Green Flag and Green Heritage awards</p> <p>The View has received an International Green Apple Award for the Built Environment from the Green Organisation.</p>
<b>13. Strategy for continued achievement of benefits</b>	<p>Visitor numbers to QEHL and The View are being closely monitored using electronic visitor counters and a manual count as back up. Retail income is also closely monitored to ensure the retail stock is relevant and profitable.</p> <p>There is a wide programme of events at The View and QEHL listed in the Epping Forest Events Diary.</p> <p>The strategy for the use of the Community Room / Courtyard and Temporary Exhibition area is being implemented. Courtyard events have taken place on a regular basis from March 2013. Events booked include a concerts and Farmer's Markets.</p>
<b>14. Outstanding actions</b>	<p>End of defects liability period, there were some minor snagging items , these comprise</p> <ul style="list-style-type: none"> <li>• An eaves detail to an external store; as raised by a Member, an alternative detail has been suggested and has been resolved by the contractor.</li> <li>• Another issue which has caused concern at Member level is the colour of the infill brick; it was scheduled to re-use bricks arising from the demolitions, however this proved uneconomic on the basis they had cementitious mortar which would have been time consuming to remove. The replacement new brick was a close match to the London Stock but did not have the same weathered appearance. This is not an uncommon conservation approach; however in order to alleviate the concerns of the Member investigations and quotations have been established to either clean the entire wall or stain the new brickwork to suite the existing. This would be carried out, by others as independent works, in addition to the contract.</li> <li>• Visitor counting system to be commissioned.</li> <li>• Road crossing to Rangers Road to be addressed, this is to be addressed separately by Open Spaces.</li> </ul>

### Review of Team Performance

<b>15. Governance arrangements</b>	Satisfactory, initiated a project board. Involvement from project sponsor (Director of Open Spaces) for major
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	issues and significant additional expenditure throughout.
<b>16.Areas for improvement</b>	Although operation and maintenance training was organised at handover the Client team did not think this was sufficient. The training was verbal with no summary information to the building systems. This problem was compounded by incomplete Health and Safety files at handover. The files have required coordination and review to get to an acceptable level and it has been challenging to keep track of their location and approval status. In future Employers Requirements could state that the operation and maintenance information be delivered over a secure website; this would allow information to be made available earlier and the status of the documentation would be clear. Simplified summary information should be provided for users.
<b>17.Special recognition</b>	The consultant Quantity Surveyor acted as a good arbitrator when communications became confrontational between the contractor and the Employer's team over delays. Furthermore, the cost consultant has not requested additional fees resulting from additional time expended whereas other consultants have..

### Lessons Learnt

<b>18.Key lessons and how they will be used and applied</b>	<ul style="list-style-type: none"> <li>• Client department sign off procedures to incorporate stakeholder consultation. Departmental pro-formas to be updated.</li> <li>• Key risk items to contractors procurement and delivery should be standing items on contract progress agendas. Departmental pro-formas to be updated.</li> <li>• In addition to technical manuals it would be useful to have a simple summary user guide for the building systems. This is one of the recommendations of the BSRIA 'Soft Landings' approach to building handover. Standard preliminaries and service consultants briefs to be updated.</li> <li>• For the Operation and Maintenance files consider the use of a web hosting site for project information and hand over documentation. Recommendation to be carried to Town Clerks programme office.</li> </ul>
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### Appendices

<b>Appendix 1</b>	Budget Analysis
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<b>Appendix 2</b>	Photographs
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**Contact**

<b>Report Author</b>	Nicholas Sommerville, City Surveyors Dept.
<b>Email Address</b>	Nicholas.sommerville@cityoflondon.gov.uk
<b>Telephone Number</b>	02073321774

Appendix 1

Budget Analysis

	<b>EVALUATION</b>	<b>TENDER</b>	<b>OUTTURN</b>	<b>VARIANCE</b>
	(£ 000s)	(£ 000s)	(£ 000s)	(£ 000s)
extension of time				33
additional works (as para 9)				124
ommission of p'sums and contingency				(77)
Adjustment for landscape works			(10)	(10)
<b>Sub total contract Works</b>	<b>1,314</b>	<b>1,177</b>	<b>1,245</b>	<b>68</b>
Fountain	0	0	24	24
Non contract fitout	0	0	45	45
Museum collection display	120	120	177	57
Equipment	13	13	13	0
Materials	8	8	8	0
HLF Bid Stage 1	56	56	56	0
Professional fees Stages F- L	162	162	187	25
<b>Capital Provision Total</b>	<b>1,673</b>	<b>1,536</b>	<b>1,745</b>	<b>219</b>

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<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
<b>Epping Forest and Commons</b>	<b>12 May 2014</b>	<b>CS 026/13</b>
<b>Subject:</b> Outcome Report - (1 of 2) QEHL Interpretation Centre	<b>Public/Non-Public</b> <b>Public</b>	
<b>Joint Report of:</b> <b>City Surveyor and Open Spaces</b>	<b>For Information</b>	
<b><u>Summary</u></b>		
<b><u>Brief description of project</u></b>		
<p>Alteration and expansion of the Coach House, Rangers Road, Chingford into a visitor and education facility. In turn this project permits the City to regain the historic integrity of the adjacent Queen Elizabeth's Hunting Lodge (QEHL) to improve its presentation, access and displays. This project forms part of the greater Branching Out programme of works, substantially funded (74%) by the Heritage Lottery Fund (HLF) and carried out concurrently with Butlers Retreat (2 of 2).</p> <p>A condensed version of this report was submitted and approved at Projects Sub on the 2 April 2014. The report contained a financial summary with interim figures which have now been adjusted to final sums to reflect expenditure and commitments in respect to the Interpretation element of the project.</p>		
<b><u>Outcome Report recommendation</u></b>		
<ul style="list-style-type: none"> <li>• Client department sign off procedures to incorporate stakeholder consultation. Departmental pro-formas to be updated.</li> <li>• Key risk items to contractors procurement and delivery should be standing items on contract progress agendas. Departmental pro-formas to be updated.</li> <li>• In addition to technical manuals it would be useful to have a simple summary user guide for the building systems. This is one of the recommendations of the BSRIA 'Soft Landings' approach to building handover. Standard preliminaries and service consultants briefs to be updated.</li> <li>• Operation and Maintenance files - consider the use of a web hosting site for project information and hand over documentation. Recommendation to be carried to Town Clerks programme office.</li> </ul>		

## Overview

<p><b>1. Evidence of Need</b></p>	<p>Lack of education space for visiting school parties.</p> <p>Former buildings under-used and did not meet compliance with the Disability Discrimination Act.</p> <p>Access to information and the view for visitors from the adjacent QEHL needed improvement. Lack of comprehensive exhibition display about Epping Forest.</p>
<p><b>2. Project Scope and Exclusions</b></p>	<p>Infill extension between Coach houses, external colonnade and viewing platform (as Appendix 2). The displacement of Orion Harriers Running club (but no relocation costs).</p> <p>The exhibition (or interpretation content) was managed directly by Open Spaces as a fit out item under this project (non contract fit out).</p> <p>It was considered that the immediate landscaping around the buildings would be best procured as part of the car parking project and was managed directly by Open Spaces as a separate project.</p>
<p><b>3. Link to Strategic Aims</b></p>	<p>A Vibrant and Culturally Rich City - Promoting a dynamic and culturally rich environment, by encouraging greater diversity of culture and leisure opportunities.</p> <p>An Inclusive and Outward Looking City - Promoting equality of opportunity, accessibility and involvement for everyone, in particular those who are currently excluded, and contributing to local, regional and national prosperity, by enhancing accessibility and raising awareness of existing opportunities strengthening the local voluntary and community sector and enhancing services for children and young people, support for vulnerable children and their families and facilitating expansion of childcare.</p>
<p><b>4. Within which category does the project fit</b></p>	<p>4. Substantially reimbursable</p> <p>7.a) Asset enhancement/improvement (capital)</p>

<p><b>5. What is the priority of the project?</b></p>	<p>B- Advisable</p>																										
<p><b>6. Resources Expended</b></p>	<p>The figures below show the actual figures expended to date. Contract retention monies and are paid and are reflected in the Budget. (see 9 and Appendix).</p> <table data-bbox="603 568 1262 1090"> <tr> <td>Contract works</td> <td>1,245,233</td> </tr> <tr> <td>non contract works</td> <td>744</td> </tr> <tr> <td>Fountain</td> <td>23,882</td> </tr> <tr> <td>Fit out</td> <td>42,854</td> </tr> <tr> <td>Displays</td> <td>173,736</td> </tr> <tr> <td>Equipment</td> <td>10,919</td> </tr> <tr> <td>Materials</td> <td>1,991</td> </tr> <tr> <td>Staff</td> <td>33,966</td> </tr> <tr> <td>Fees</td> <td>143,572</td> </tr> <tr> <td>HLF Stage1</td> <td>56,000</td> </tr> <tr> <td><b>Sub total expenditure</b></td> <td><b>1,732,897</b></td> </tr> <tr> <td>anticipated commitments</td> <td>19,344</td> </tr> <tr> <td><b>Project Total</b></td> <td><b>1,752,241</b></td> </tr> </table>	Contract works	1,245,233	non contract works	744	Fountain	23,882	Fit out	42,854	Displays	173,736	Equipment	10,919	Materials	1,991	Staff	33,966	Fees	143,572	HLF Stage1	56,000	<b>Sub total expenditure</b>	<b>1,732,897</b>	anticipated commitments	19,344	<b>Project Total</b>	<b>1,752,241</b>
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**Outturn Assessment**

<p><b>7. Assessment of project against Success Criteria</b></p>	<p>Although the Evaluation Report did not have any specific, measurable or timed criteria the following aims have been extracted:</p> <p><i>Increased patronage.</i></p> <p>The total number of visits to The View in 2012 were double those to the Hunting Lodge during the same period in the previous year and visitors to the QEHL have also increased, as illustrated in the graph below.</p>
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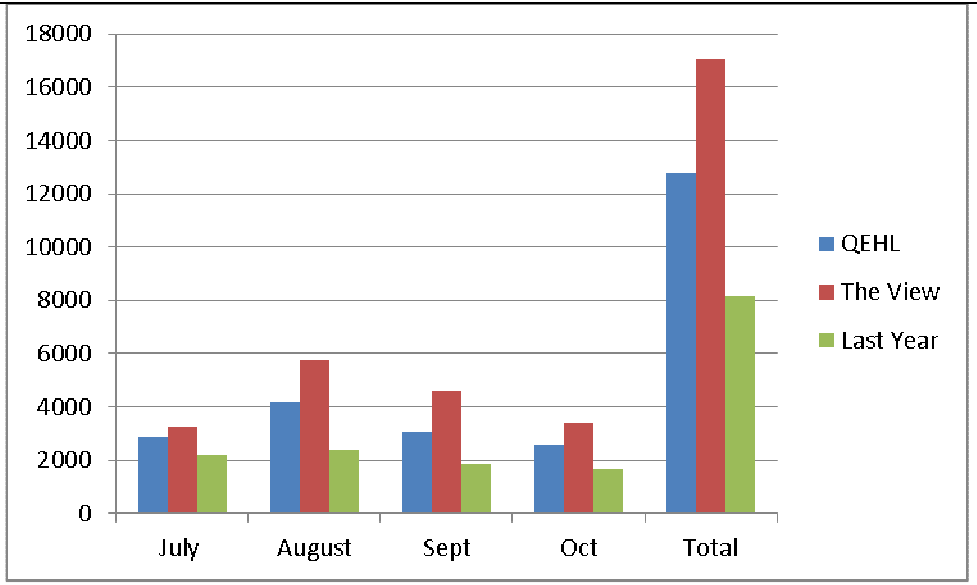


Figure 1. Graph indicating visitor numbers Summer/ Autumn 2012

During the same period, only 2% of the total of 451 comments received were negative.

*Improved visitor experience and enhance site for educational visits*

The buildings, improved landscaping and combination of modern and traditional materials is a significant improvement to the grouping of buildings and the setting of the listed Hunting Lodge. By housing the ancillary shop function the new building has enabled the presentation of the Hunting Lodge to be improved. The additional space created for the interpretation content allows the history and features of Epping Forest to be better understood and enjoyed.

*Accessibility*

The new buildings benefit from new pathways and level access is achieved to the main entrance of all the buildings in the group. The lift to the first floor and new viewing platform at the rear of the Interpretation Centre allows less able bodied visitors a similar view to that of the uppermost storey of the Hunting Lodge, which was historically open sided and to which level access cannot readily be provided.

**8. Programme**

The programme did not run as scheduled with the following delays to the project:

- As there was no right to access the adjacent property to erect scaffolding and carry out works an application was made to the adjacent long lessee, Whitbread, for a hoarding licence to the west elevation. However Whitbread used this to their advantage as they were looking for consent to vary the terms of their lease. This frustrated the licence application and start on site by 4 months.
- Between HLF stage 2 approval and development of detail



	<p>design there was a delay due to negotiating the contract with the HLF.- 7 months.</p> <ul style="list-style-type: none"> <li>• Construction delays to two critical packages- timber colonnade and glazing affected the contract completion. The infill glazing package was implemented as a contractors design portion and suffered as a result of the lack of clarity to specification and protracted communication between supplier, sub contractor, contractor and approving designer. Due to the relatively small value of the works the main contractor suffered from lack of attention from a supplier that monopolises the market (Pilkington). A value engineering workshop early in the procurement exercise would have been useful to agree the employer's requirements.</li> <li>• The windows in the front elevation were not scheduled for replacement and on removal of the render it was discovered that the frames were badly corroded. Deciding on a specification for the replacement, the approval of shop drawings and the manufacture of these led to a delay.</li> <li>• There was also a desire that the timber colonnade be sourced from Epping Oak. Checking the viability of this delayed the procurement of the timber and the package delivery.</li> </ul> <p>As a consequence of the construction delays (last three bullets above) the contract completion was extended by 40 weeks in total. Of this delay 13 weeks were granted as a relevant event (outwith the contractors control) and an extension of time was granted at an additional cost of £37,000.</p> <p>To mitigate impact on the landscaping contract, partial possession was taken so that temporary accommodation (both contractors and temporary staff) could be relocated off the forecourt. This effectively removed a resource for the contractor and may have contributed to the overall delay.</p>
<p><b>9. Budget</b></p>	<p>See appendix for the comparative evaluation, tender and outturn costs. The contractor was local, which both met City of London Procurement aims and explained the lower tender price compared to other tendering contractor who had a wider national market. Savings and efficiencies were also made by letting this contract concurrently with Butlers Retreat.</p> <p>The majority (74%) of the expenditure in excess of the contract value and other unscheduled project cost have been covered by a drawdown from the Branching Out Project contingency in agreement with HLF.</p>

<u>Works variations:</u>	
Significant variations (greater than £3k)	
rainwater harvesting as the late provisional sum included was insufficient.	16,750
associated alterations to drainage system including additional manholes	7,274
second-hand stock brick (scheduled works allowed for re-use which proved uneconomic due to cementitious mortar)	4,000
removal of underground diesel tanks to the forecourt (which resulted in large proportion of contract contingency being used). Although ground penetrating survey techniques were used to survey the underground services the scale and details of the diesel tanks were not apparent..	17,520
Unscheduled structural repairs following opening out including-  Replacing wall plate to first floor of east coachhouse;  Lintel arrangement to fireplaces  Wall straps and herringbone trusses to floor	11,349
removal of one long concrete lintel to shop (where the openings were faced up as multiple openings)	4,561
Savings against a mansafe fall arrest system, omitted due to capital and ongoing revenue cost following assesment that temporary protection to the roof could be implemented and that the requirement for access was infrequent.	6,868
Additional external luminaires	3,590
Front windows were scheduled to be repaired, however when the render was removed it was apparent the existing frame were badly corroded and required to be replaced.	6,650

	Timber structure above a suspended ceiling to the roof of the education room was badly rotten and required additional unscheduled structural works	6,551
	removal and installation of new gas meter	3,012
	additional render repairs to that scheduled	3,500
	<b>Sub Total</b>	<b>91,625</b>
	Balancing variations below £3,000	25,749
	<b>Sub total additional contract works</b>	<b>117,374</b>
	<b>Extension of time</b>	<b>37,000</b>
	Omission of provisional sums and contingency	(76,406)
	Adjustment of landscape works	(10,000)
	landscaping works omitted from budget and vired to the £2.008 million landscape project	
	<b>Post contract works</b>	
	To remediate design defect to lighting switching in Education room	744
	<b>Total works variations (a)</b>	<b>68,712</b>

	<p style="text-align: center;"><u>Non works project variations</u></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="560 385 1281 611"> <p><b>Fountain</b> In keeping with the overall heritage investment in the site, the Durning Lawrence Fountain adjacent to Butler’s Retreat has been re-located onto a new foundation, cleaned and restored by Cathedral Works Organisation</p> </td> <td data-bbox="1281 385 1433 611" style="text-align: right; vertical-align: bottom;"><b>23,881</b></td> </tr> <tr> <td data-bbox="560 611 1281 929"> <p><b>furniture, fixtures and equipment</b> fit out of the shop furniture to education room  future proofing the building for audio visual and content and internet connectivity</p> </td> <td data-bbox="1281 611 1433 929" style="text-align: right; vertical-align: bottom;">27,266 5,814  11,920</td> </tr> <tr> <td data-bbox="560 929 1281 929"> <p><b>sub total</b></p> </td> <td data-bbox="1281 929 1433 929" style="text-align: right; vertical-align: bottom;"><b>45,000</b></td> </tr> <tr> <td data-bbox="560 929 1281 1122"> <p><b>Exhibition and Display</b> The interpretation content was managed as a separate project by Epping Forest. The increase reflects the additional design and scope since feasibility stage</p> </td> <td data-bbox="1281 929 1433 1122" style="text-align: right; vertical-align: bottom;"><b>54,000</b></td> </tr> <tr> <td data-bbox="560 1122 1281 1346"> <p><b>Fees</b> Additional project fees incurred as a consequence of overrunning of contract and additional or increase in scope including exhibition</p> </td> <td data-bbox="1281 1122 1433 1346" style="text-align: right; vertical-align: bottom;"><b>24,000</b></td> </tr> <tr> <td data-bbox="560 1346 1281 1420"> <p><b>Total non works project variations (b)</b></p> </td> <td data-bbox="1281 1346 1433 1420" style="text-align: right; vertical-align: bottom;"><b>146,881</b></td> </tr> <tr> <td data-bbox="560 1420 1281 1496"> <p><b>Total project variations (a+b)</b></p> </td> <td data-bbox="1281 1420 1433 1496" style="text-align: right; vertical-align: bottom;"><b>215,593</b></td> </tr> </table>	<p><b>Fountain</b> In keeping with the overall heritage investment in the site, the Durning Lawrence Fountain adjacent to Butler’s Retreat has been re-located onto a new foundation, cleaned and restored by Cathedral Works Organisation</p>	<b>23,881</b>	<p><b>furniture, fixtures and equipment</b> fit out of the shop furniture to education room  future proofing the building for audio visual and content and internet connectivity</p>	27,266 5,814  11,920	<p><b>sub total</b></p>	<b>45,000</b>	<p><b>Exhibition and Display</b> The interpretation content was managed as a separate project by Epping Forest. The increase reflects the additional design and scope since feasibility stage</p>	<b>54,000</b>	<p><b>Fees</b> Additional project fees incurred as a consequence of overrunning of contract and additional or increase in scope including exhibition</p>	<b>24,000</b>	<p><b>Total non works project variations (b)</b></p>	<b>146,881</b>	<p><b>Total project variations (a+b)</b></p>	<b>215,593</b>
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	on key areas of risk at contract progress meetings.
<b>11. Communications</b>	<p>The representative of the primary funder (the HLF) commented that that the quarterly reporting to them was good and concise.</p> <p>Early in the project, although user groups had been consulted it was assumed there was a degree of internal dialogue when stage approvals were signed off. It was assumed that when Client commented that these incorporated the user group comments, it transpired that this was not always the case and further, particular user requirements had to be filtered in at detailed design stage.</p>
<b>12. Benefits achieved to date</b>	<p><u>Visitor attraction</u></p> <p>The new permanent exhibition comprehensively covers the history and archaeology of the Forest along with its ecological significance for the first time. The innovative design incorporates items from the museum collection, including taxidermy, in an engaging way.</p> <p>Visitor Services are now able to book more school visits with the additional learning facilities and have employed two Learning Assistants to deliver more educational sessions at The View and the Hunting Lodge.</p> <p>School children have used the Community Room as part of their educational session and have also used the room to have lunch when the weather is inclement, which has led to very positive feedback from pupils and teachers alike.</p> <p>There has been good uptake of the Community Room and Temporary Exhibition spaces with regular bookings taken. The new building allows an improved shop which produces a steady income with significantly improved takings.</p> <p>The complex has received a commendation from the London Borough of Waltham Forest Design awards.</p> <p><u>Sustainability</u></p> <p>During the course of the works the existing building envelope was fully insulated. This, combined with a modern central heating system, passive infra-red controlled lighting and a photovoltaic (pv) array has improved the energy performance of the building which achieved a 'B' rating on its Energy Performance Certificate. The building also has rain water harvesting incorporated, low flush toilets and sensor controlled taps to minimise mains water consumption.</p> <p>For the first time Epping Foresthave received a Gold Standard in the Green Tourism Award for the Gateway complex, in part due to the sustainability of the View development. The project also helped Epping Forest retain the Green Flag and Green Heritage awards.</p> <p>The View has received an International Green Apple Award for the Built Environment from the Green Organisation.</p>

<p><b>13. Strategy for continued achievement of benefits</b></p>	<p>Visitor numbers to QEHL and The View are being registered using electronic visitor counters and a manual count as back up. Retail income is also closely monitored to ensure the retail stock is relevant and profitable.</p> <p>There is a wide programme of events at The View and QEHL listed in the Epping Forest Events Diary.</p> <p>The strategy for the use of the Community Room / Courtyard and Temporary Exhibition area is being implemented. Courtyard events have taken place on a regular basis from March 2013. Events booked include concerts and a Farmer's Market.</p>
<p><b>14. Outstanding actions</b></p>	<p>End of defects liability period, there were some minor snagging items , these comprise:</p> <ul style="list-style-type: none"> <li>• An eaves detail to an external store; as raised by a Member, an alternative detail has been suggested and has been resolved by the contractor.</li> <li>• Another issue which has caused concern at Member level is the colour of the infill brick; it was scheduled to re-use bricks arising from the demolitions, however this proved uneconomic on the basis they had cementitious mortar which would have been time consuming to remove. The replacement new brick was a close match to the London Stock but did not have the same weathered appearance. This is not an uncommon conservation approach; however in order to alleviate the concerns of the Member investigations quotations have been established to either clean the entire wall or stain the new brickwork to suite the existing. This would be carried out, by others as independent works, in addition to the contract.</li> <li>• A road safety audit is being commissioned for Rangers Road (Epping Forest division liaising with the London Borough of Waltham Forest).</li> </ul>

**Review of Team Performance**

<p><b>15. Governance arrangements</b></p>	<p>Satisfactory, initiated a project board. Involvement from project sponsor (Director of Open Spaces) for major issues and significant additional expenditure throughout.</p>
<p><b>16. Areas for improvement</b></p>	<p>Although operation and maintenance training was organised at handover the Client team did not think this was sufficient. The training was verbal with no summary information to the building systems. This problem was compounded by incomplete Health and Safety files at handover. The files have required coordination and</p>

	review to get to an acceptable level and it has been challenging to keep track of their location and approval status. In future Employers Requirements could state that the operation and maintenance information be delivered over a secure website; this would allow information to be made available earlier and the status of the documentation would be clear. Simplified summary information should be provided for users.
<b>17. Special recognition</b>	The consultant Quantity Surveyor acted as a good arbitrator when communications became confrontational between the contractor and the Employer's team over delays. Furthermore, the cost consultant has not requested additional fees resulting from additional time expended whereas other consultants have.

### Lessons Learnt

<b>18. Key lessons and how they will be used and applied</b>	<ul style="list-style-type: none"> <li>• Client department sign off procedures to incorporate stakeholder consultation. Departmental pro-formas to be updated.</li> <li>• Key risk items to contractors procurement and delivery should be standing items on contract progress agendas. Departmental pro-formas to be updated.</li> <li>• In addition to technical manuals it would be useful to have a simple summary user guide for the building systems. This is one of the recommendations of the BSRIA 'Soft Landings' approach to building handover. Standard preliminaries and service consultants briefs to be updated.</li> <li>• Operation and Maintenance files - consider the use of a web hosting site for project information and hand over documentation. Recommendation to be carried to Town Clerks programme office.</li> </ul>
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### Appendices

<b>Appendix 1</b>	Budget Analysis
<b>Appendix 2</b>	Comparive before/ after photographs

### Contact

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Appendix 1

Budget Analysis

	<b>EVALUATION</b>	<b>TENDER</b>	<b>OUTTURN</b>	<b>VARIANCE</b>
	(£ 000s)	(£ 000s)	(£ 000s)	(£ 000s)
additional works			117	117
extension of time			37	37
ommission of p'sums and contingency			-76	-76
Adjustment for landscape works			-10	-10
scheduled works		1177	1177	0
non contract works			1	1
<b>Sub total Works</b>	<b>1,374</b>	<b>1,177</b>	<b>1,246</b>	<b>69</b>
Fountain	0	0	24	24
Non contract fitout	0	0	45	45
Museum collection display	120	120	174	54
Equipment	0	13	13	0
Materials	0	8	8	0
Professional fees Stages F- L	281	162	186	24
<b>sub total other project costs</b>	<b>401</b>	<b>303</b>	<b>450</b>	<b>147</b>
<b>Capital Total</b>	<b>1,775</b>	<b>1,480</b>	<b>1,696</b>	<b>216</b>
HLF Bid Stage 1	56	56	56	0
<b>Total project cost</b>	<b>1,831</b>	<b>1,536</b>	<b>1,752</b>	<b>216</b>

Appendix 2  
Comparive before/ after photographs



Before works



After works complete

<b>Committee(s):</b>	<b>Date(s):</b>
Epping Forest and Commons	12 May 2014
<b>Subject:</b> Highams Park Conservation Management Plan – Progress Report No.2	<b>Public</b>
<b>Report of:</b> The City Surveyor (CS.086/14)	<b>For Decision</b>

## Summary

On 13 January 2014 your Committee considered my report on a consultation draft of the Highams Park Conservation Management Plan (CMP) and decided that there had not been sufficient time available to read and consider the draft document. Therefore, it was agreed that Members would email their comments for incorporation in this report.

Appendix A: Is a summary of the comments received from Members and Verderers. In addition, where appropriate we have included comments from the Heritage Estate team and those provided by the Debois Landscape Survey Group (the consultant putting together the CMP).

Appendix B: Is a site plan of Highams Park, which indicates the area the CMP covers.

This report seeks approval for the revised draft CMP, which incorporates the comments in Appendix A and Policies in Appendix C, to go out to external consultation with statutory stakeholders (Natural England and the local Planning Authority) and a simultaneous public consultation which the Superintendent is proposing to undertake via a dedicated portal. It should be noted that the policies should be regarded as guidelines/recommendations and not mandatory obligations placed on the City.

(Copies of this second consultation draft will be provided for Members' information in your reading room, from 30 April 2014.)

## Public Consultation

Because of the Planning Application for the works to the dam at Highams Park, the Local Planning Authority (London Borough of Waltham Forest) undertook a Public Consultation exercise which resulted in interest generally in Highams Park. It is therefore advisable to make the public aware of the CMP being created and of the public consultation being carried out via the CoL dedicated portal. In this exercise, managed by the Superintendent, the public will be able to access the Portal via the City of London's website.

## Consultation Group

It is proposed that a small consultation group consisting of two nominated members of your Committee, Officers and possibly the CMP consultant be set up to review the external stakeholder and public comments before the final CMP is formally submitted for Members' approval. This would also provide an opportunity for a final review of the CMP policies which are to guide the future

care and management of this historic asset in collaboration with the stakeholders, before going to Committee.

### **Recommendations**

Members are asked to:

- (a) Note the content of this report and the amended draft Highams Park Conservation Management Plan.
- (b) Approve the issue of the amended draft of the Highams Park Conservation Management Plan to the Local Planning Authority and to Natural England to invite their views and comments as part of Statutory-stakeholder consultation.
- (c) Approve the public consultation exercise by agreeing that the amended draft Conservation Management Plan can be added to the Epping Forest Public Consultation Portal.
- (d) Agree to the setting-up of a Consultation Group and nominate two Members to represent your Committee on the group, for the purpose of reviewing external stakeholder and public comments prior to submitting the final draft of the CMP for your committee's approval.

- Appendix A – Comments received
- Appendix B – Site location plan
- Appendix C – Highams Park draft CMP policies

### **Background Papers:**

CMP Progress Report to Epping Forest and Commons Committee of 13.01.2014

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Summary of comments received from Members and Verderers

General

Comment		Response from CMP Consultant and the City Surveyor
1	It is far too long, 50 odd pages before you come to current day commentary.	<p>ICOMOS (International Council on Monuments and Sites) and the Heritage Lottery Fund give guidelines as to how a CMP should be laid out. It usually is necessary to deal with history first and work out how important that history is at local, regional and national levels, which then helps to value any surviving physical evidence of that history.</p> <p>Page and paragraph numbering has been improved to assist in navigating the CMP.</p>
2	There needs to be a paragraph inside the front cover that explains the background to the City of London commissioning this independent research, to avoid a view that this is the City’s view of what should be done.	In line with the format used for all COL CMPs, background to the commission is at the end of the document on page 109. The information at the front draws attention to the copyright, which belongs to the City of London. Whilst copyright to the Repton images belongs to the Warner Estate.
3	Against the probability some of the document will be published – and I am very conscious you advise this will be placed on the City Corporation’s website, so again, notwithstanding any ‘disclaimer’ I have suggested above (item 2).	It is proposed that some aspects of the CMP will be made inaccessible to the general public. An example would be budget estimates. However, in the case of this CMP, there are no such estimates.
4	The Consultants appear to prefer the option of restoring as much as possible of the ‘Repton Landscape’. While I support some individual aspects of this, I do not believe that it is either desirable or possible to restore to the extent suggested and recommended. Does this not have to be agreed before the document is put in the public domain or we will end up with the same problem we had (have) with the CMP for Wanstead Park?	The recommended policies are not mandatory and are intended to only guide the maintenance and any future works at Highams Park which is a valuable historic asset. Any future proposals will be subject to the usual approvals and available funding. It is understood that the site is well looked after, the role of the policies being to enhance the historic landscape as far as practicable.

Page 103

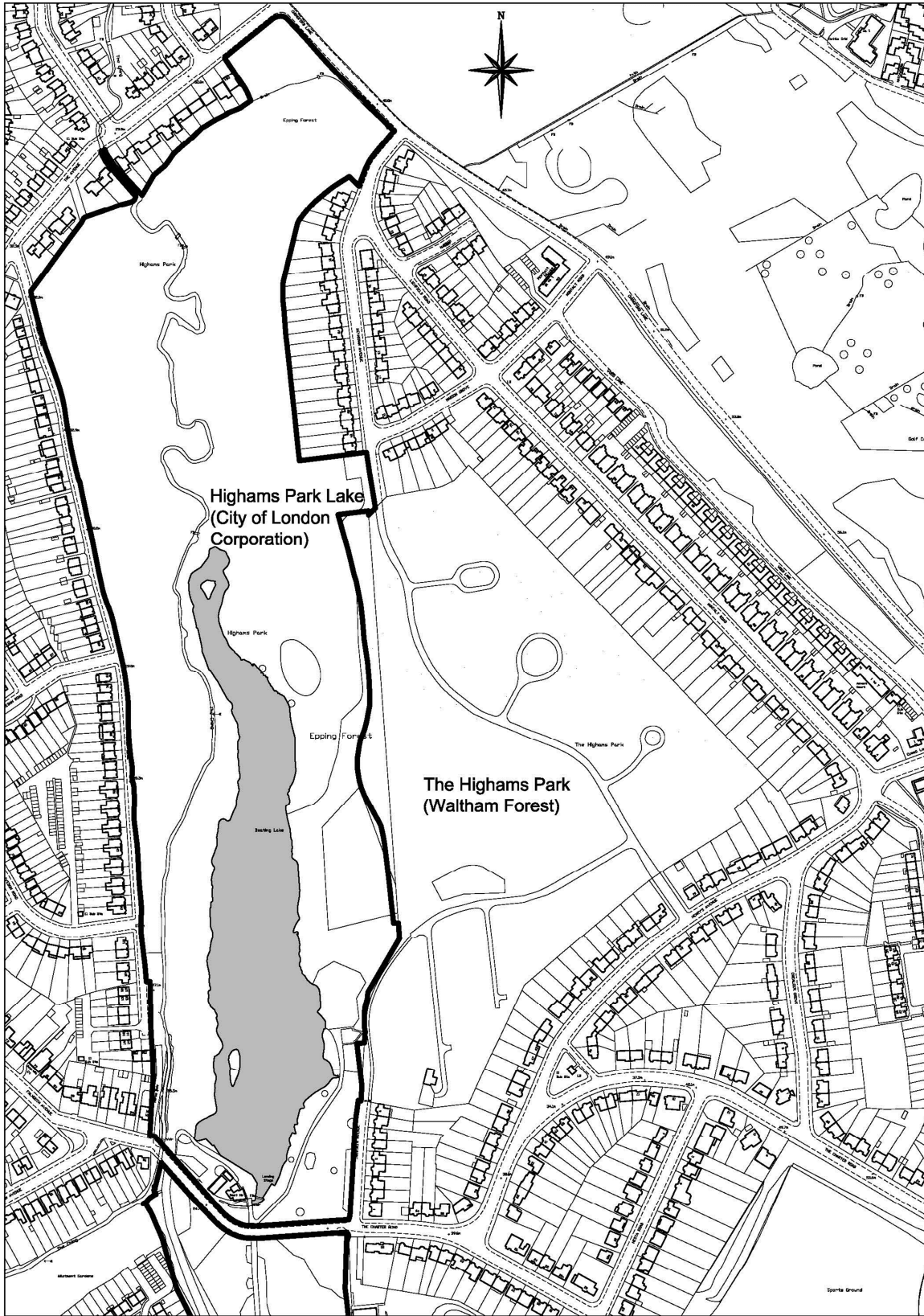
5	The executive summary is poorly balanced, with over two pages of 'history' and two small paragraphs (taken verbatim from page 97) in terms of conservation management. This needs to be redressed, before the document is put in the public domain.	The executive summary has been shortened.  Page and paragraph numbering has been improved to assist in navigating the CMP
6	The historical element concentrates excessively on the Red Book and its implementation without drawing distinctions between that and the interventions made by the Warners after they purchased the estate. It also does not put it in the context of the other, albeit smaller, estates that sprang up at the same time in the area and the appalling ravages of the area that were taking place there in the late 18 <sup>th</sup> and early 19 <sup>th</sup> centuries. The Epping Forest Act of 1878 and the saving of other commons around the 'great wen' was very much a reaction against this. It is no coincidence that it is a prime responsibility of the Corporation as Conservators of the Forest is to maintain the natural aspect' in their management of the Forest. Despite the undoubted significance of Highams and its park the report takes no account of this. There is no recognition of this duty in the way the report is presented and the recommendations made.	References to other developments that occurred in the early 19 <sup>th</sup> Century made clearer.  References to the Epping Forest Act appear in a number of places in the document, including the role the Conservators and their duty to protect the forest.  For example paragraph 2.3.7 recognises the role of the Conservators in saving the landscape aspect of the Forest.
7	In the 200 years after the Red Book the Park has undergone a whole series of changes as indeed have the attitudes of society towards the management of such areas. Repton saw boating on the lake as a pleasant experience for people from Highams, not for large numbers of the general public. Boating ceased because there was not sufficient demand from the general public and there is no demand from commercial suppliers to re-introduce it. The very limited amount that goes on now is not for the public but for local scout groups. The construction of new buildings for lease on the Forest is seriously constrained by restrictions in the EF Act.	Recognition that there is now no commercial demand for boating on the lake has been clarified, including the fact that it's just used by the Scouts.

8	<p>Although dealing with the house and grounds of Highams there is no consideration of that part of the estate that is once again Epping Forest and is now known as Woodford Golf Course. The other part of the estate that became the White House/Mallinson Park is mentioned but only in a very cursory way. I understand that the report steps from scheme to make the dam safe, etc., but the future of the Forest land in the area should not be considered in isolation from this.</p>	<p>The CMP's focus is on the City owned Highams Park Lake, and sets it in the context of Repton's landscape as well as Epping Forest which are critical to the site today. The references to the Golf Course and Mallinson Park have been added to the document.</p>
9	<p>There is no mention of costs – be they monetary or manpower – especially for the long-term maintenance of changed styles from what we have at present – e.g. the mown lawn aspect below the house which is recommended.</p> <p>What happens if there is a massive affirmative response to some proposal such as this, contained in this present document which City of London cannot meet long-term cost of?</p>	<p>If a policy is to be taken forward, which has financial and manpower implications, it will be subject to a separate report for Committee approval in the usual way.</p>
<p><b>Comments on Policies and Recommendations</b></p>		
10	<p>I agree with the need to integrate The Highams Park and the Forest land around the lake and indeed the desire to open up vistas or windows from one to the other. However, the report goes further by saying how the woodland should be managed as ancient woodland. I consider that this goes well beyond the remit of the plan and indeed the areas of expertise of the author(s). For example, in Epping Forest the concept of secondary woodland is almost meaningless and the significant feature of the Highams Park woodland is actually the large number of mature standard oak trees rather than a small number that have been pollard. There is no evidence that coppicing was ever a management regime in this particular area and any trees that look as though they have been coppiced are actually trees that have been cut down and have re-grown with multiple stems. This is an important distinction.</p>	<p>Although there appears to have been some coppicing and it is still practiced on other parts of the Forest, it's not a critical policy for the future of Highams Park and therefore has been removed.</p>
11	<p>To resolve these issues I think that the recommendations in the report need to be reduced both in number and the range they try to cover.</p>	<p>There are now 25 policies or recommendations, instead of the 30 number in the earlier draft.</p>

12	Policy 1. I do not support, and I do not think that it would be in the Corporation's interest to have Highams Park added to the Register of Historic Parks and Gardens.	<p>There may be some merit associated with Listing around increased intellectual access and improved opportunities for funding from a variety of sources.</p> <p>NB: the park is in any case locally listed in LB of Waltham Forest's Development Management Policies for the Highams area, in the Parks and Gardens of Local Interest category.</p>
13	Policy 6. (now 4) I am against invasive archaeology with or without a scheme of investigation.	<p>This is a positive and protective measure to make sure that any development takes account of the potential archaeology. This would also apply whenever the ground is opened up for maintenance purposes.</p> <p>Please note that, at present, the only place archaeological excavation is proposed is in association with the civil engineering works to the dam.</p>
14	Policy 8. (now 5) More detail is required if any of the Consultees are to respond with any meaningful comments.	This is a general guidance note to try and re-establish some of the historic landscape, for example the coach drive to the west of the lake and the clearing of the scrub along the boundary with The Highams Park (LBWF).
15	Policies 16/17. (now 12/13) I endorse the comment at para. 4.4.5 with regard to 'the current paths are made almost impassable by mud in winter'. What I had hoped to see was a proposal as to how this should be addressed, instead of just the proposal to recreate the Repton paths.	<p>Specific proposals regarding the paths would be subject of separate studies and submission in due course when required.</p> <p>The specific problem with paths becoming impassable by mud in the winter is a maintenance management issue.</p>
16	Policy 22. The fact that some trees may have historically been pollarded, does not automatically mean that pollarding should be re-introduced. Most of the historic reasons for pollarding no longer exist (Are the Consultants suggesting that cattle should be introduced around the Lake to 'puddle the edge with mud!'). Why cannot trees be allowed to grow naturally to great heights as in most other forests? Again the draft is lacking in balance and this should be redressed before it is issued.	Policy now omitted.



17	Policy 23. (now 17) I agree (re the removal of scrub vegetation along the boundary of the public park).	Noted; therefore no editing of the CMP required.  NB: Ideally all landscape work in the future will be guided by the CMP.
18	Policy 24. (now 18)I agree. The Conservators should in any event be doing this without the need to wait for a CMP.	Noted, regarding opening up views of the lake; therefore no editing of the CMP required.
19	Policy 28. (now 21) The maintenance of the northern end of the Lake has been raised regularly over the past ten years. Again the alternative option of filling in this part of the lake is not given. If this is a Public Consultation document, the alternative to an expensive restoration should be included.	This alternative option is now in the document, but there is no historical precedence for implementing it.  NB: Before any decision is made, a greater understanding of why the area silts up and an analysis of the H & S implications of each option is needed.
20	Policy 28. I do not support the proposal in para. 4.4.9 for the re-introduction of a regime of pollarding and coppicing.	Coppicing and pollarding policy omitted.
21	Policy 30 (now in policy 22). I agree. It should be happening now!	Noted, regarding maintenance of cleared areas to avoid them reverting to scrub.
22	I am not sure why Section 5 is headed 'Management Plan' when it only deals with the Dam and Boathouse, important as they are. In the light of the discussion at the January Meeting of the EFCC, would it be wise to amend one word in the last paragraph of the Executive Summary on page 9, from 'will' to 'may'.	In line with the agreed format, Section 5 is intended to hold all current data and be updated with the results of further studies, surveys and other appraisals as they are completed.  Because of the Committee decision to retain, for now, the boathouse for use by the Scouts, reference to it has been deleted from the executive summary.  However, the options available for relocating this accommodation have been left in the plan for future reference, if the subject is revisited, for whatever reason.



**The Area of Hights Park Conservation Management Plan**

**Highams Park CMP, Policies or Recommendations (As per the current revised draft CMP)**

The following are the recommended 27 Policies arising from the assessment of the site’s significance and intended to address the issues and vulnerabilities identified following the analysis of the heritage asset.

The policies have been grouped into three categories “Over-arching vision”, “General” and “Other”, and graded in order of priority “high”, “medium” and “low” for the appropriate conservation of the site.

In order for the CMP to be a practical success and the conservation of the asset taken forward positively, it is essential that these policies, regularly reviewed, amended and supplemented where necessary, are agreed adopted and implemented by all parties with a stake in its future.

The policies are listed in the CMP Chapter 4 – Issues, Opportunities & Policies and are summarised below.

**Over-arching Conservation Vision**

*Preserve the remains of the designed and former forest landscape at Highams for the use and benefit of the public, allowing the site to be part of the greater Forest – and interpreting it as such - and providing an access point from the dense residential areas to its south to the greater open areas to its north.*

*By active management restore the remaining sections of the designed landscape as far as possible to their early 19th century character, in line with the proposals made by Repton. Re-unite – visually – the lake area and public park to once again read as one single landscape and therefore consolidate the best surviving areas of the design.*

(CMP Implementation – Policy 4.5)

**Summary of Detailed Policies (Guidelines)**

Here, the policies or guidelines arising from the Issues and Opportunities section are summarised for ease of reference. They are graded into high, medium and low priorities, but it may also be helpful to think of them also in terms of timescale; some policies which have been graded as medium for example, are so categorised because they are not immediately achievable.

**Designation**

<p>(1) Consider disseminating the findings of this plan to English Heritage for adding the surviving, contiguous areas of the designed landscape to the Register of Parks and Gardens.</p> <p>While Highams Park enjoys statutory protection under the Epping Forest Acts 1878 and 1880, together with subsequent Nature Conservation and Town Planning designations, the particular heritage interest of the designed landscape could be further protected and benefit from becoming a Listed Landscape, because such a status is more likely to attract external funding.</p>	LOW
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## Gaps in Knowledge

(2) The City of London works with potential research partners to record or acquire unique or additional historical data sources and augment research into the history of the site wherever new opportunities and funding allow.	LOW
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## Interpretation and Public Appreciation

(3) Develop the wider public understanding of the history and significance of the Highams Park and Highams Park Lake landscape through events; improved site-based and digital information and interpretation.	MEDIUM
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## Archaeology

(4) It is recommended that the potential for archaeology be considered in all developments to the designed landscape that require excavation of some sort.  <i>NB: There is a policy of no invasive archaeology in Epping Forest without a prior scheme of investigation.</i>	HIGH
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## Setting

(5) In strategic areas it is recommended that the landscape is enhanced in a manner which suggests it is a designed landscape within the context of the Forest and municipal park.	MEDIUM
(6) It is recommended that the City of London Corporation works with the London Borough of Waltham Forest and the Mallinson Wood Trustees on restoration and re-integration of the two sections of landscape (lake areas and public park) and on the enhancement of the Mallinson Wood area.	HIGH

## Boundaries

(7) It is recommended that the formal boundary between the public park area and the lake area should be removed and with it the bulk of the vegetation which forms such a barrier in the landscape: this is a specific detail related to the above policy.	HIGH
(8) Consider the planting of appropriate trees and shrubs close to the boundaries of the suburban housing in The Highams Park to create a visual unity, ameliorating the effect of a jumble of fencing styles in the landscape.	MEDIUM

## Use

(9) It is recommended that the City of London Corporation ensures that the uses that the park is put to, are compatible with the historic landscape and do not do damage to the remaining evidence of this designed landscape.	HIGH
(10) It is recommended that the traditions of boating and fishing on the lake are continued, if it becomes financially viable to implement.	MEDIUM

## Access

(11) It is recommended that there should be no reduction in the number points of access to and from the park.	HIGH
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## Circulation Routes

(12) It is recommended that the existing paths are surveyed to find out how much of their length / course follows the historic routes (shown on 1863 OS map).	HIGH
(13) It is recommended that the historic paths and drives that would be used by visitors, be re-instated wherever possible, using a historically appropriate surface.	MEDIUM

## Vistas and Design

(14) The re-opening of historic vistas is recommended, especially along the lake and from the parkland to the lake by the strategic clearance of vegetation.	MEDIUM
(15) Benches could be used to indicate design hot-spots by encouraging users to stop and experience the atmosphere of that place and the vistas from it.	LOW
(16) The earlier recommendation that the historic routes be re-instated, will allow some views to open up, change and reveal themselves, as the park visitor moves along the restored paths.	MEDIUM

## Trees and Vegetation

(17) It is recommended that scrub vegetation along the edge of the lake and the fence line with the public park is removed, and the open areas maintained thereafter. NB (this policy relates to policies 14 and 18).	HIGH
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## The Lake and Dam

(18) It is recommended that more views of the water are opened, especially from the path along the west side of the lake.	MEDIUM
(19) The future management of the Repton dam, which now forms part of a statutorily designated Large Raised Reservoir dam, will reflect heritage management objectives wherever possible, once safety obligations as outlined in current legislation have been met.	HIGH
(20) To meet historic landscape objectives any future replacement of the existing Watersports Centre buildings should prompt consideration of the relocation of more appropriate buildings on a less prominent location within the site.	HIGH
(21) If appropriate finance becomes available, consideration should be given to having the northern end of the lake dredged, so that the historic outline of the lake is restored.	MEDIUM

## Maintenance and Staffing

(22) It is recommended that the City of London and the London Borough of Waltham Forest agree a cyclical maintenance programme for Highams Park and Highams Park Lake. This applies particularly to ensuring that the cleared areas do not revert to scrub.	MEDIUM
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## Other Policies

(23) This CMP will be formally adopted by the City as the strategic framework for guiding the future management of Highams Park.	MEDIUM
(24) The CMP will be made available in interactive intranet form (eCMP) [and through the City's website].	MEDIUM
(25) The CMP will be reviewed by the City periodically (ideally on a quinquennial basis as recommended by ICOMOS). The eCMP will be created in a format which can be updated following periodical review or as needed.	MEDIUM

Committee(s): <b>Epping Forest and Commons</b>	Date(s): <b>May 2014</b>
Subject: <b>Epping Forest Gateway Design</b>	<b>Public</b>
Report of: <b>Superintendent of Epping Forest</b>	<b>For Decision</b>
<b><u>Summary</u></b>	
<p>The design and build of Epping Forest Gateways and associated standardisation of furniture such as signage and benches is part of the Branching Out project. It has been informed by the new graphic designs for Open Spaces.</p> <p>Design options are appended for consideration. We are seeking approval of a design concept and materials, which would then be worked up with detailed drawings for the gateways, signage and Forest furniture.</p> <p>The budget for design and build of a series of Gateways and furniture is £250,000. The exact allocation will depend on the chosen design and materials. The intention is to install signage within the Branching Out contract by the end of November 2014.</p>	
<b>Recommendation</b>	
<ul style="list-style-type: none"><li>• I recommend that the design approach be approved in order for officers to request the contractor to prepare detailed designs.</li><li>• That the decision on the final design be delegated to the Chairman and Deputy Chairman of the Epping Forest and Commons Committee</li></ul>	

## **Main Report**

### **Background**

1. Threshold or gateway signage provides a strong sense of passing into a special place and will reinforce recent reductions in traffic speeds realised through the Epping Forest Transport Strategy.
2. One objective of the Branching Out project is the creation of 20 gateways to the Forest and 12 interpretive panels. The exact number of gateways and signs will be modified according to the final design, location requirements and budgets, subject to agreement with Heritage Lottery Fund (HLF).
3. Codsteaks Limited, the company which designed the exhibition at The View visitor centre, has been commissioned to design and build gateways and signage. This includes extending the concept to existing and future items of Forest furniture, such as benches and posts.
4. The schedule for the Gateway project was amended so that it could be informed by the Open Spaces identity exercise, which has provided a standard series of title stacks with the name of each Open Space next to the City of London crest. This has placed additional constraints on the detailed design brief that CodSteaks are already working to.

## Options

5. A series of options have been considered for the Gateway design; a hierarchy of roadside gateways, car park entrances, orientation panels and finger posts is illustrated in Appendix 1 of this report.
6. **Option 1 (rejected):** Initially, a cattle brand symbol was chosen to signify the long history of grazing on the Forest and the part it plays in conserving the landscape. The composite construction was necessary to allow gateways along the highway to crumple if hit by a vehicle. The approach was considered unsatisfactory with some opposition to the design concept as well as the planked effect of the timber panels.
7. **Option 2 (rejected):** The timber boarded design was redesigned with a window onto the Forest framing the outline of various creatures. However, the window was considered to waste the most visible space on the panel, where the name Epping Forest should sit, and be unnecessary given views of the Forest all around. The combination of materials required to manufacture it would be relatively expensive.
8. **Option 3:** this design approach is for a simple, powder-coated steel sign in any colour with either a flat or pediment top. The latter may fit better with the existing black 'Palladian' signage, as it will take time to replace all existing signage with the new design. The bright green signage illustrated fits well with the bright colours of the Open Spaces graphic design. The text and images would either be applied as direct print or a vitreous enamel finish. Interpretive signage could be treated in the same way and/or with traditional paper poster inserts.
9. **Option 4:** is the same as Option 3 with the addition of a creature motif on the side of the sign or printed onto it. The stylised woodpecker was drawn by Evolve as part of the Open Spaces identity commission and has been used in the Epping Forest events diary. While the woodpecker uses a variety of habitats and fits well with the wood pasture landscape, another symbol or a range of symbols could be used. At the initial briefing stage, plant and animal motifs were avoided as they are widely used by other Open Spaces. However, the metal sign and stylised approach make the Epping Forest proposal distinct from designs used elsewhere.
10. **Option 5:** is more three dimensional, enhancing the idea of a gateway, window or doorway to Epping Forest and Open Spaces. This would have either a border in another plane or a partially cut out panel bent away from the frame.
11. For Options 4 and 5, the Registered Charity text has been removed as it is too small to be read from a passing vehicle.
12. The CodSteaks brief includes a series of conditions and constraints, such as the need for the installations to conform to highways guidance and be suitably weather proof.

## Proposals

13. Options 3-5 have the advantage of being simple and striking. They would also be relatively cost effective to manufacture and install,



meaning that we could produce more signage for the budget. Option 4 with the creature motif fits well with the Open Spaces identity project and is a memorable feature symbolising the natural environment with charm. The choice would then be whether to have a framed, multi-plane approach as per Option 5. We would therefore advise the committee to express a preference for either Option 4 or 5 to indicate the future design direction.

14. Following the Committee decision on 12 May 2014, the aim is for final designs to be agreed by 13 June, with construction drawings by mid July. Manufacture and installation would be completed by the end of September. The intention is for CodSteaks to oversee installation by our own staff/contractors. If we wanted to build and evaluate a prototype, the schedule would need a further eight weeks, with any resulting modifications.
15. It is recommended that the authority for the final decision be delegated to the Chairman and Deputy of the Epping Forest and Commons Committee to prevent further delay and potential failure to complete the gateways elements of the Branching Out project by October 2014.
16. Applications for required consents with local authority highways and planning departments and Natural England would be made in May.
17. The setting of the gateways will be kept clear of scrub to enhance their impact, as part of the cyclical maintenance programme.

### **Corporate & Strategic Implications**

18. Volunteering and community involvement are included in the *Open Spaces Business Plan 2013-2016*. The proposals address *The City Together Strategy: The Heart of a World Class City 2008-2014*.
19. A communications campaign preparing Forest users for the new signage would commence following initial consultation with local authorities and statutory bodies.
20. The public relations office will be consulted on the Gateway designs as they are updated.
21. The new gateways will replace the principal black Palladian signs. Further signage in the form of temporary signage, waymarkers, interpretation panels and notices is the responsibility of the Epping Forest division of the Open Spaces department.
22. The gateway and signage project meets the City Together vision of a World Class City and, specifically, its themes for 'A world class City that protects, promotes and enhances our environment and is vibrant and culturally rich'.

### **Implications**

23. **Financial:** The Gateways signage is part of the Branching Out project, which receives funding from HLF of 74.37% of total spend at Stage 3. The remaining 25.63% of the total Stage 3 budget of £6,395,314 has been met by grants from our partners and the Local Risk budget.

24. The CodSteaks Limited contract for £250,000 encompasses the design, manufacture and supply of Gateways and Forest furniture. The procurement process was approved by your committee as part of the *Progress Report – Branching Out (Heritage Lottery Project) update Number 9* on 8 July 2013.
25. The gateways and signage will require clearance of vegetation around them, cleaning and repair of damage/vandalism as part of the cyclical maintenance programme. This would be covered by the Local Risk budget.
26. **Property:** There are various signs being proposed and aimed at longevity with minimal maintenance. Those replacing the principal 'Palladian' signs, which are the permanent corporate entrance signs and map boards will be maintained from the City Surveyors budget. The further signs contemplated will be maintained locally by the Open Spaces Department - Epping Forest division.

### **Conclusion**

27. We are seeking approval of an outline design option, in order for us to request more detailed designs and develop the design across Forest furniture. We will then be in a position to seek planning, highways and conservation consent, inform the public and start manufacture and installation.
28. Option 4 or 5 is preferred. Should one of these be chosen, CodSteaks and officers will agree further iterations of the design to determine whether to have single/multiple motif(s) inside or outside the panel, the colour and height of the panels, whether the top should be a pediment or horizontal and improved solutions for Forest furniture and signage.
29. It is proposed that the final designs be approved by the Chairman and Deputy of the Epping Forest and Commons Committee; they may differ from the options in Appendix 1 to some extent.

### **Appendix 1**                      Gateway Design proposals

<b>Report Author</b>	Catherine Cavanagh
<b>Email Address</b>	<a href="mailto:Catherine.cavanagh@cityoflondon.gov.uk">Catherine.cavanagh@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	020 8532 5311

Appendix 1

Gateway Design proposals

Option 1 – cattle brand on timber backing



Option 2 – window to the Forest with silhouetted/outlined creature



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Committee(s): <b>Epping Forest and Commons</b>	Date(s): <b>May 2014</b>
Subject: <b>Epping Forest Gateway Design</b>	<b>Public</b>
Report of: <b>Superintendent of Epping Forest</b>	<b>For Decision</b>
<b><u>Summary</u></b>	
<p>The design and build of Epping Forest Gateways and associated standardisation of furniture such as signage and benches is part of the Branching Out project. It has been informed by the new graphic designs for Open Spaces.</p> <p>Design options are appended for consideration. We are seeking approval of a design concept and materials, which would then be worked up with detailed drawings for the gateways, signage and Forest furniture.</p> <p>The budget for design and build of a series of Gateways and furniture is £250,000. The exact allocation will depend on the chosen design and materials. The intention is to install signage within the Branching Out contract by the end of November 2014.</p>	
<b>Recommendation</b>	
<ul style="list-style-type: none"> <li>• I recommend that the design approach be approved in order for officers to request the contractor to prepare detailed designs.</li> <li>• That the decision on the final design be delegated to the Chairman and Deputy Chairman of the Epping Forest and Commons Committee</li> </ul>	

## **Main Report**

### **Background**

1. Threshold or gateway signage provides a strong sense of passing into a special place and will reinforce recent reductions in traffic speeds realised through the Epping Forest Transport Strategy.
2. One objective of the Branching Out project is the creation of 20 gateways to the Forest and 12 interpretive panels. The exact number of gateways and signs will be modified according to the final design, location requirements and budgets, subject to agreement with Heritage Lottery Fund (HLF).
3. Codsteaks Limited, the company which designed the exhibition at The View visitor centre, has been commissioned to design and build gateways and signage. This includes extending the concept to existing and future items of Forest furniture, such as benches and posts.
4. The schedule for the Gateway project was amended so that it could be informed by the Open Spaces identity exercise, which has provided a standard series of title stacks with the name of each Open Space next to the City of London crest. This has placed additional constraints on the detailed design brief that CodSteaks are already working to.

## Options

5. A series of options have been considered for the Gateway design; a hierarchy of roadside gateways, car park entrances, orientation panels and finger posts is illustrated in Appendix 1 of this report.
6. **Option 1 (rejected):** Initially, a cattle brand symbol was chosen to signify the long history of grazing on the Forest and the part it plays in conserving the landscape. The composite construction was necessary to allow gateways along the highway to crumple if hit by a vehicle. The approach was considered unsatisfactory with some opposition to the design concept as well as the planked effect of the timber panels.
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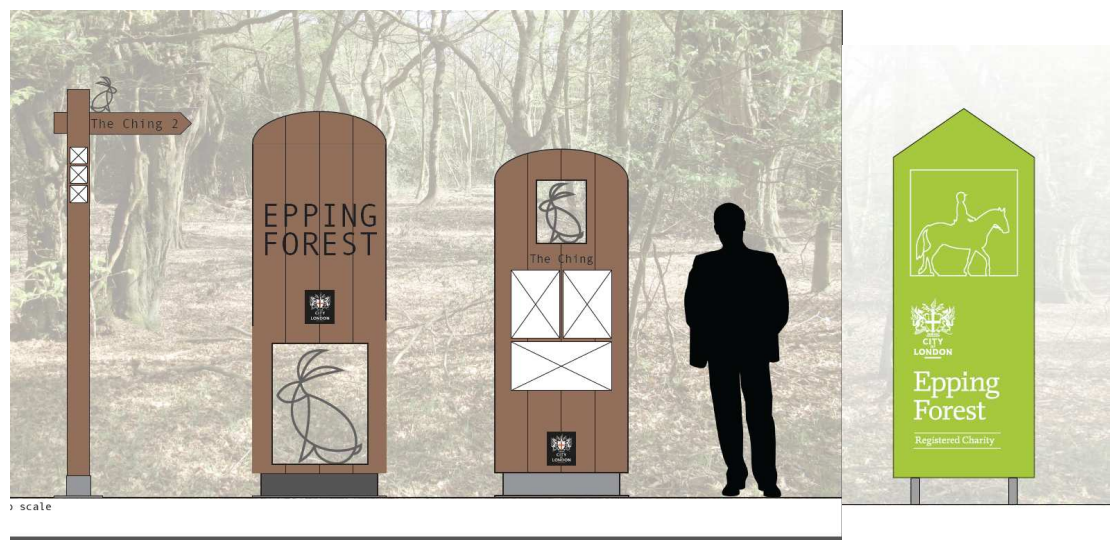
**Appendix 1**

**Gateway Design proposals**

**Option 1 – cattle brand on timber backing**



**Option 2 – window to the Forest with silhouetted/outlined creature**



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# Agenda Item 20

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