



## Epping Forest & Commons Committee

**Date:** TUESDAY, 26 JANUARY 2016  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:** Alderman Gordon Haines (Chairman)  
Deputy John Barker  
Deputy Stanley Ginsburg  
Alderman Sir Paul Judge  
Deputy Catherine McGuinness  
Sylvia Moys  
Barbara Newman  
Virginia Rounding  
Philip Woodhouse  
Alderman Ian Luder (Ex-Officio Member)  
Graeme Smith (Ex-Officio Member)  
Vacancy x 1

*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 tel: 0207 332 1434  
Natasha.Dogra@cityoflondon.gov.uk

**Lunch will be served in the Guildhall Club at 1pm.  
N.B. Part of this meeting may be subject to audio visual recording.**

**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. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Deputy Chairman pursuant to Standing Order 30.  

**For Decision**
4. **MINUTES**  
To agree the minutes of the previous meeting.  

**For Decision**  
(Pages 1 - 6)
5. **TO REVIEW THE TERMS OF REFERENCE OF THE COMMITTEE**  
Report of the Town Clerk.  

**For Decision**  
(Pages 7 - 10)
6. **SCHEDULE OF VISITS 2016**  
Committee Members are asked to consider the attached schedule of visits for the ensuing year.  

**For Decision**  
(Pages 11 - 12)
7. **2015/16 BUSINESS PLAN QUARTERLY PERFORMANCE UPDATE - QUARTER 3 (APRIL TO DECEMBER 2015)**  
Report of the Director of Open Spaces.  

**For Information**  
(Pages 13 - 22)
8. **SEEKING DELEGATED AUTHORITY TO RESPOND TO A PLANNING CONSULTATION**  
Delegated Authority report  

**For Decision**  
(Pages 23 - 24)

## **Epping Forest**

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

Report of the Superintendent of Epping Forest.

**For Information**  
(Pages 25 - 32)

### **10. EPPING FOREST LICENCE AND PRODUCE CHARGES**

Report of the Superintendent of Epping Forest

**For Decision**  
(Pages 33 - 38)

### **11. MUSEUM ACCREDITATION FOR THE VIEW**

Report of the Superintendent of Epping Forest.

**For Decision**  
(Pages 39 - 108)

### **12. EPPING FOREST 4TH GRAZING MONITORING AUDIT REPORT**

Report of the Superintendent of Epping Forest.

**For Decision**  
(Pages 109 - 132)

### **13. WANSTEAD PARK - YOUR HERITAGE APPLICATION BY FRIENDS OF WANSTEAD PARKLANDS**

Report of the Superintendent of Epping Forest - *to follow*.

**For Decision**

### **14. HIGHAMS PARK LAKE RESERVOIR NOTICE OF ENFORCEMENT \***

Report of the Director of the Built Environment.

**For Information**  
(Pages 133 - 136)

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

### **15. SUPERINTENDENT'S UPDATE**

Report of the Superintendent of the Commons.

**For Information**  
(Pages 137 - 140)

**16. MINUTES OF THE BURNHAM BEECHES CONSULTATION GROUP \***

To note the attached minutes.

**For Information**  
(Pages 141 - 146)

**17. PROPOSED INCREASE TO CAR PARK CHARGES - BURNHAM BEECHES**

Report of the Superintendent of the Commons.

**For Decision**  
(Pages 147 - 158)

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

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

**Part 2 - Non-Public Agenda**

**20. 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**

**21. NON-PUBLIC MINUTES**

To agree the minutes of the previous meeting.

**For Decision**  
(Pages 159 - 162)

**22. THE WARREN HOUSE**

Report of the Director of Open Spaces

**For Decision**  
(Pages 163 - 170)

**23. REVIEW OF LICENCE AT JUBILEE RETREAT ESTATE YARD**

Report of the Superintendent of Epping Forest.

**For Decision**  
(Pages 171 - 176)

**24. LEASE OF HIGHAMS PARK LAKE BOATHOUSE**

Report of the Superintendent of Epping Forest.

**For Decision**  
(Pages 177 - 180)

- 25. LICENCE FOR TEMPORARY ACCESS**  
Report of the Superintendent of Epping Forest.

**For Decision**  
(Pages 181 - 190)

- 26. CHINGFORD GOLF COURSE UPDATE**  
Report of the Superintendent of Epping Forest.

**For Information**  
(Pages 191 - 198)

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

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

*\*Non-controversial or procedural items where discussion is not anticipated, inviting the Committee to agree or receive item without discussion if no Members wishes to raise any issues.*

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**EPPING FOREST & COMMONS COMMITTEE**  
**Monday, 9 November 2015**

Minutes of the meeting of the Epping Forest & Commons Committee held at  
 Committee Room - 2nd Floor West Wing, Guildhall on Monday, 9 November 2015 at  
 11.30 am

**Present**

**Members:**

Alderman Gordon Haines (Chairman)  
 Deputy John Barker  
 Deputy Stanley Ginsburg  
 Alderman Sir Paul Judge  
 Deputy Catherine McGuinness  
 Sylvia Moys  
 Barbara Newman  
 Virginia Rounding  
 Philip Woodhouse  
 Verderer Peter Adams  
 Verderer Michael Chapman DL  
 Verderer Richard Morris  
 Verderer Dr. Joanna Thomas  
 Alderman Ian Luder (Ex-Officio Member)  
 Graeme Smith (Ex-Officio Member)

**Officers:**

|               |                                 |
|---------------|---------------------------------|
| Natasha Dogra | - Town Clerk's Department       |
| Sue Ireland   | - Director of Open Spaces       |
| Paul Thomson  | - Superintendent, Epping Forest |
| Andy Barnard  | - Superintendent, City Commons  |
| Jo Hurst      | - Open Spaces Department        |
| Sam Cook      | - Remembrancer's Department     |
| Alison Elam   | - Chamberlain's Department      |
| Peter Young   | - City Surveyor's Department    |
| Paul Nagle    | - City Surveyor's Department    |
| Roger Adams   | - City Surveyor's Department    |

1. **APOLOGIES**  
 Apologies had been received from the Deputy Chairman, George Abrahams.
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**  
 There were no declarations made.
3. **MINUTES**  
 Resolved – that the minutes of the previous meeting be agreed as an accurate record.

**Matters Arising:**

**Epping Forest District Council Green Belt Review Stage 1 update**

The Superintendent of Epping Forest informed Members that he had met with Epping Forest District Council Planning Officers on 15<sup>th</sup> September to discuss the review and that stage 1 of the process had now been completed. He would continue to work closely with Officers during the next stage.

**The Warren Conservatory**

The Director of Open Spaces informed Members that improvements works on The Warren Conservatory would be funded through the Additional Works Programme and tenders were due to be received this week.

**4. SUPERINTENDENT'S UPDATE**

The Committee received a report of the Superintendent of The Commons updating them on recent operational activity. In response to a question, Members were informed that Transport for London had concluded its public consultation process for the A232 pedestrian crossing. The result was 97% of respondents supported the Committee's approved option and a detailed report was anticipated in January 2016.

Members congratulated Officers on successfully securing the Kenley Revival Heritage Lottery Fund bid and noted that the HLF had commended the quality of submission . Consent to proceed was received on 18<sup>th</sup> September 2015 and mobilisation had commenced.

The Superintendent informed Members that he would soon be submitting a report for Members to consider the frequency of meetings and site visits of the Division's four local consultative committees. Members were in agreement that site visits were very useful in helping to understand the situation at various open spaces.

In response to a query, the Superintendent agreed to investigate the possibility of charging cancellation fees to companies who cancelled their filming booking.

Motorcycle riders had been a persistent problem at Ashted Common in recent weeks and the Superintendent informed Members that whilst motorcycles in the Commons might be considered detrimental to public safety they did not currently cause much physical damage ; rangers and police continued to monitor and provide an increased presence in the area.

Received.

**5. REVENUE & CAPITAL BUDGETS - 'THE COMMONS' 2015/16 & 2016/17**

The Committee considered a report of the Chamberlain regarding the latest approved revenue budget for 2015/16, noting that overall the provisional original budget for 2016/17 totalled £2,284M, a decrease of £103,000 compared with the latest approved budget for 2015/16. The main reasons for this decrease were a reduction in the City Surveyor's additional works programme off-set by an increase in employees. Members were in agreement



that any contribution from City's Cash to open spaces should be well publicised.

Resolved – that:

- the 2016/17 revenue budget be approved for submission to the Finance Committee; and
- the Chamberlain, in consultation with the Director of Open Spaces, be authorised to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme, with any changes over £50,000 to be reported back to the Committee.

## **6. SUPERINTENDENT'S UPDATE**

The Committee received a report of the Superintendent of Epping Forest for August and September 2015 advising of recent operational activity. In response to a question regarding the increased charges for wayleaves, the Superintendent said that a number of queries had been received and were being responded to appropriately.

The Superintendent drew Members attention to changes to the Manor Flats area of the Forest proposed by the London Borough of Newham and Transport for London as part of the Crossrail sponsored redevelopment of the Manor Park Station street scene. Within the area of Forest dedicated to public highway, a slip road would be replaced with improved paving, a new bus shelter and an enhanced pedestrian access to Manor Flats.

In response to a query regarding planning objections, Officers agreed that the City must ensure a balanced approach was taken in respect of supporting and opposing planning applications. Discussion ensued regarding requesting a sum of money from the Policy and Resources Committee to invest in external planning consultant guidance to ensure a balanced view was taken towards planning matters.

Members requested that Committee reports and updates be accompanied by a map highlighting the site which was the subject of discussion and the Superintendent agreed to make a map available to Members at future Committee meetings.

In response to a query regarding provisions for playing rugby at Wanstead Flats, Officers informed Members that both the League and local rugby clubs had been approached and none had requested additional facilities in the Wanstead area.

Discussion ensued regarding fly tipping taking place in the forest. Members agreed that deterrents were essential elements when trying to decrease the amount of fly tipping taking place. The Director agreed to take forward the matter of fly tipping and litter as a strategic report. The Superintendent advised that he could provide total costs incurred for rubbish removal and disposal; however, it was difficult to attribute the specific disposal costs of fly tipping as a discrete amount, as general litter and fly tipped material were co-mingled prior to disposal.

In response to a query regarding the maintenance of Gifford Wood, the Superintendent informed Members that a planting grant had been received from the

Forestry Commission which would cover the maintenance of the area for the first five years.

At the Member's request, Officers agreed to utilise a range of social media outlets to promote new City of London Corporation initiative regarding funding for underprivileged schools to visit and make use of open spaces.

Received.

**7. PERMISSION TO PERFORM CIVIL MARRIAGES AND PARTNERSHIPS AT THE TEMPLE AND THE TEMPLE ENCLOSURE**

The Committee considered a report of the Superintendent of Epping Forest regarding permission to perform Civil Marriages and Partnerships at The Temple and The Temple Enclosure.

Members observed that a working party had been created to discuss all aspects of management of Wanstead Park and they had hoped that the working party would have had sight of the report prior to the Committee being consulted. Members also noted that the proposal was to hold wedding ceremonies at Wanstead Park only and not wedding receptions. Members further noted that open air ceremonies were currently not legal and therefore did not form part of the proposal.

Resolved – that permission be granted to perform civil marriages and partnerships at The Temple and The Temple enclosure.

**8. REVENUE & CAPITAL BUDGETS - EPPING FOREST 2015/16 & 2016/17**

The Committee considered a report of the Chamberlain regarding the latest approved revenue budget for 2015/16 and the provisional revenue budget for 2016/17.

The Chamberlain informed Members of the following amendments due to be made to the total recharges across funds for Woodredon and Warlies as follows:

*Actual 2014-15: £28,000*

*Latest Approved Budget 2015-16: £14,000*

*Original Budget 2016-17: £11,000*

*Movement 2015-16 to 2016-17: £3,000*

Members noted that £5,389,000 of City's Cash was spent to maintain Epping Forest during 2014/15.

Resolved – that:

- the 2016/17 revenue budget be approved for submission to the Finance Committee;
- the Chamberlain, in consultation with the Director of Open Spaces, be authorised to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme, with any changes over £50,000 to be reported back to Committee.

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

There were no questions.

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

There was no urgent business.

11. **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.

12. **NON-PUBLIC MINUTES**

Resolved – that the non-public minutes of the previous meeting be agreed as an accurate record.

13. **DEED OF EASEMENT UPDATED TERMS**

The Committee considered a report of the City Surveyor in relation to the updated Terms of the Deed of Easement.

14. **OPERATIONAL PROPERTY**

The Committee considered a report of the City Surveyor in relation to the Operational Property review.

15. **ACCESS AT KNOLL HOUSE, BURY ROAD, E4**

The Committee considered a report of the Director of Open Spaces in relation to access at Knoll House.

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

The Town Clerk had received notice of one non-public question from Verderer Morris.

17. **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.

18. **CONFIDENTIAL MINUTES**

Resolved – that the confidential minutes be agreed as an accurate record.

**The meeting ended at 1.10 pm**

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Chairman

**Contact Officer: Natasha Dogra**  
**Natasha.Dogra@cityoflondon.gov.uk**

# Agenda Item 5

|  |                                 |
|--|---------------------------------|
| <b>Committee:</b><br>Epping Forest & Commons Committee | <b>Date:</b><br>26 January 2015 |
| <b>Subject:</b><br>Review of the Terms of Reference.   | <b>Public</b>                   |
| <b>Report of:</b> Town Clerk                           | <b>For Decision</b>             |

## Summary

1. There is one proposed amendment to the Committee's Terms of Reference. This arises from the review of the Corporation's grant-giving activities, which the Committee considered in July 2015. The Committee agreed to set up a joint Open Spaces Grants Review Working Party to determine how to best allocate open spaces grants.
2. The Working Party agreed that the most suitable approach would be for the Open Spaces and City Gardens Committee to take responsibility for awarding open spaces grants, with the Epping Forest and Commons Committee, West Ham Park Committee or Hampstead Heath, Highgate Wood and Queen's Park Committee providing comments and recommendations on any grant requests relating to their areas.
3. Assuming that each of the Committees approves this procedure, the Committee is asked to approve an additional entry to its Terms of Reference, set out at Appendix A. Similar additions to facilitate the approach to grants will be recommended to the other Committees during their consideration of their Terms of Reference in January and February 2016.

## Recommendations

The Committee is recommended to:

- a) Approve the terms of reference as attached (appendix A)

### **Contact:**

Natasha Dogra

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|               |   |
|---------------|---|
| YARROW, Mayor | <b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 23rd April 2015, doth hereby appoint the following Committee until the first meeting of the Court in April, 2016. |
|---------------|---|

**EPPING FOREST & COMMONS COMMITTEE**

1. **Constitution**

A Non-Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- 8 Commoners elected by the Court of Common Council at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Chairman and Deputy Chairman of the Open Spaces & City Gardens Committee (ex-officio)
- plus, for the consideration of business relating to Epping Forest only, four Verderers elected or appointed pursuant to the Epping Forest Act 1878.

2. **Quorum**

The quorum consists of any five Members.

*For the purpose of non-Epping Forest related business the quorum must consist of five Committee Members who must be Members of the Court of Common Council.*

3. **Membership 2015/16**

ALDERMEN

- 8 Gordon Warwick Haines
- 1 Sir Paul Judge

COMMONERS

- 5 (4) George Christopher Abrahams
- 12 (4) John Alfred Barker, O.B.E., Deputy
- 7 (3) Stanley Ginsburg J.P., Deputy
- 11 (3) Catherine McGuinness, M.A., Deputy
- 2 (2) Sylvia Doreen Moys
- 18 (2) Barbara Patricia Newman, C.B.E.
- 5 (1) Virginia Rounding
- 1 (1) Philip John Woodhouse

together with the ex-officio Members referred to in paragraph 1 above and:-

Verderers pursuant to the provisions of the Epping Forest Act, 1878:-

- Mr. P. Adams
- Mr. M. Chapman, D.L.
- Mr. R. Morris, O.B.E.
- Dr. J. Thomas

4. **Terms of Reference**

To be responsible, having regard to the overall policy laid down by the Open Spaces & City Gardens Committee, for:-

- (a) exercising of the powers and duties of the Court of Common Council as Conservators of Epping Forest (registered charity no. 232990) and the various additional lands which have been acquired to protect the Forest in accordance, where appropriate, with the Epping Forest Acts 1878 and 1880 (as amended) and all other relevant legislation.
- (b) the ownership and management of the following open spaces in accordance with the provisions of the Corporation of London Open Spaces Act 1878:-  
 Coulsdon and other Commons (registered charity no. 232989), the other Commons being Kenley Common, Farthing Downs and Riddlesdown  
 West Wickham Common and Spring Park (registered charity no. 232988)  
 Ashted Common (registered charity no. 1051510)  
 Burnham Beeches and Stoke Common (registered charity no. 232987)

- (c) appointing such Consultative Committees as are considered necessary for the better performance of its duties including:-
  - Ashted Common Consultative Committee
  - Burnham Beeches Consultative Committee
  - Coulsdon Commons Consultative Committee
  - Epping Forest Centre Joint Consultative Committee
  - West Wickham Commons Consultative Committee
  
- (d) to express views or make recommendations to the Open Spaces and City Gardens Committee for that Committee's allocation of grants which have relation to Epping Forest and Commons, in line with annual funding and priorities agreed by the Resource Allocation Sub (Policy and Resources) Committee".



## Epping Forest & Commons Visits 2016

| Date                       | Visit   |
|----------------------------|---|
| 5 <sup>th</sup> March      | Committee visit to Epping Forest                |
| 2 <sup>nd</sup> April      | Committee visit to Spring Park and West Wickham |
| 7 <sup>th</sup> May        | Committee visit to Epping Forest                |
| 8 <sup>th</sup> June       | Lord Mayor's Visit to Dorneywood                |
| 9 <sup>th</sup> July       | Committee visit to Burnham Beeches              |
| 10 <sup>th</sup> September | Committee visit to Epping Forest                |
| 19 <sup>th</sup> November  | Committee visit to Epping Forest                |

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# Agenda Item 7

|  |                        |
|--|------------------------|
| <b>Committee:</b>  | <b>Date:</b>           |
| Hampstead Heath, Highgate - For information<br>Wood & Queen's Park   | 25 January 2016        |
| Epping Forest - For information  | 26 January 2016        |
| <b>Subject:</b><br>2015/16 Business Plan Quarterly Performance Update -<br>Quarter 3 (April to December 2015)  | <b>Public</b>          |
| <b>Report of:</b><br>Director of Open Spaces   | <b>For Information</b> |
| <b>Summary</b>   |                        |
| <p>This report summarises Open Spaces departmental performance against the 2015/16 -17/18 business plan, at the end of the third quarter of this financial year. The report also includes the departmental roadmap and the relevant roadmap for each division.</p> <p>At the end of third quarter one departmental Programme is reporting as amber:</p> <ul style="list-style-type: none"> <li>• Lodges Review Programme</li> </ul> <p>All other programmes are green.</p> <p>The report also provides an update on progress against the business plan's Performance Indicators (PI's). Good progress has been made in nearly all PI's including retention of eleven Green Flags and seven Green Heritage Awards.</p> <p><b>Recommendation:</b></p> <p>Members are asked to note this report</p> |                        |

## Main Report

### 1. Background

1.1. The business plan was approved by the Open Spaces & City Gardens Committee on 20 April 2015. The business plan reflected our charitable objectives and our vision "to preserve and protect our world class green spaces for the benefit of our local communities and the environment".

### 2. Roadmap progress

2.1. Each Committee report includes the Open Spaces Departmental Roadmap as well as the relevant divisional roadmap. Overall it can be seen that each departmental Programme is making progress. As agreed, information on the progress of departmental programmes will be provided 'by exception only' i.e. where a departmental programme is amber or red.

|        |                            |   |
|--------|----------------------------|---|
| Lodges | Amber<br>(steady<br>state) | Various work streams are progressing on this Programme. Undertaken in phases, the Programme will initially only affect lodges where the City of London has existing powers and is not dependent on additional powers proposed to be obtained by |
|--------|----------------------------|---|

|  |  |   |
|--|--|---|
|  |  | the City of London Corporation (Open Spaces) Bill. This is the case for example at West Ham Park. |
|--|--|---|

### 3. Performance Indicators

3.1. The table below shows how the Department is performing against the Performance Indicators set out in its business plan. Performance is good for most indicators.

| Performance Indicator                                       | Basket of Indicators for 2015/16                           | Progress to end Quarter 3 (i.e. April to December performance)  |
|---|--|---|
| <b>Preserving the ecology and biodiversity of our sites</b> | Sites with current management plan                         | All sites bar Epping Forest hold a current management plan. Epping Forest first stage consultation completed. Epping Forest Draft management plan to be consulted upon in Spring 2016.  |
|   | Green flags awards   | Green Flags retained at 11 sites.   |
|   | Green heritage awards                                      | Green Heritage awards retained at 7 sites. New application at Riddlesdown was unsuccessful.   |
|   | SSSI condition   | Four sites are favourable: Burnham Beeches, Ashstead, Farthing Downs and Ribblesdown. Highams Park and Leyton Flats: meetings held with Natural England. Management plan works underway to move them from 'unfavourable, no change' to 'unfavourable recovering' condition.   |
|   | London in Bloom awards                                     | London in Bloom Awards achieved at 10 sites. See Appendix 1 for list of award winning sites.  |
|   | Heritage assets at risk                                    | Wanstead Park: preparatory work has been progressing prior to a Project Board Report planned for early 2016. Eight Fighter Blast Pens on Kenley Common: Heritage Lottery Award has been received and work will progress in 2016.  |
| <b>Customer satisfaction</b>                                | Completion of one hundred, 60 second surveys for each site | 322 surveys completed to date. Further surveys being undertaken and it is now available to complete via the Green Spaces website: <a href="http://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/visitor-information/Pages/default.aspx">http://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/visitor-information/Pages/default.aspx</a> |

|   |  |  |
|---|--|--|
| <b>Energy efficiency and sustainability</b> | a. Reduce utility consumption by 2.5% per annum<br>b. Reduce fuel consumption by 5% per annum<br>c. Increase in electricity generation of 100KW (two additional buildings generating at least 50KW each) | <ul style="list-style-type: none"> <li>Data to be provided at year end.</li> </ul> |
|---|--|--|

Finance performance indicator

3.2. The business plan recognised that further work needed to be undertaken to develop useful financial PI's. Audit suggested that these could include successful delivery of roadmap projects. New financial indicators will be included in the 2016 – 2019 business plan.

Developing our staff performance indicator

3.3. The target is 1.5% of direct employee costs to be spent on training. The table below shows that there has been a slight increase in the percentage spend for most sites compared to the results for the previous quarter. This is due to the majority of training taking place during the autumn and winter months.

| <u>Division</u>                               | <u>Spend to Sept 2015 on training as % of direct employee costs</u> | <u>Spend to Dec 2015 on training as % of direct employee costs</u> |
|---|---|--|
| City Gardens                                  | 0.78%   | 0.83%  |
| Cemetery & Crematorium                        | 0.25%   | 0.26%  |
| Directorate                                   | 0.8%  | 1.84%  |
| Epping Forest                                 | 0.44%   | 0.64%  |
| Burnham Beeches, Stoke & City Commons         | 0.43%   | 0.71%  |
| Hampstead Heath, Highgate Wood & Queen's Park | 0.09%   | 0.21%  |
| West Ham Park                                 | 2.41%   | 3.42%  |
| <b>Departmental Total</b>                     | <b>0.41%</b>  | <b>0.61%</b>   |

- 3.4. It is unlikely that the target of 1.5% will be achieved because the current measure does not take into consideration the training which staff receive, that has no financial cost. This will include various forms of training including: in-house and on-line training, City Learning Live events, Continuing Professional Development (CPD), mentoring and shadowing.
- 3.5. A more effective and appropriate basket of performance indicators relating to staffing and personal development is being considered for inclusion in the 2016-19 business plan.

#### **4. Corporate & Strategic Implications**

- 4.1. The delivery of the Open Spaces Business Plan 2015/16 – 17/18 will support the City of London’s strategic aim “to provide valued services to London and the nation” and the key policy priority of “maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency”.
- 4.2. The Open Spaces Department has experienced significant challenge from our local communities and the media when implementing major changes particularly in terms of increasing / introducing charges or altering services (e.g. car parking and one o’clock club). There is little ‘external’ understanding why the City of London needs to make savings and the City of London needs to develop a more effective messaging and narrative about why the savings are required. Failure to do so will result in ongoing public and media challenges which are unhelpful both in introducing change and the progress of the City Of London Corporation (Open Spaces) Bill through Parliament.

#### **5. Conclusion**

- 5.1. The current roadmap programmes and projects are underway and the majority are progressing well. We are delivering well against our PI’s although the measure used for ‘developing out staff’ doesn’t include the significant amount of ‘free’ training undertaken by staff across the Department.
- 5.2. As a consequence of the Programmes and Project approach, the department is starting to see a cultural transformation with officers beginning to work more collaboratively and supportively and openly sharing their knowledge, experience and skills across divisions and departments.

#### **Appendices**

1. List of Awards
2. Open Spaces Departmental and relevant Divisional Roadmap

#### **Background Papers:**

- Open Spaces Business Plan 2015/16 - 17/18

#### **Gerry Kiefer**

Business Manager

T: 020 7332 3517

E: [gerry.kiefer@cityoflondon.gov.uk](mailto:gerry.kiefer@cityoflondon.gov.uk)

## Appendix 1

### PI Awards - Green Flag, Heritage Flag and London in Bloom

#### Green Flags retained at:

1. West Ham Park
2. Bunhill Fields.
3. Burnham Beeches
4. Ashtead Common
5. Farthing Downs
6. Coulsdon Common
7. Kenley Common
8. West Wickham Common
9. Spring Park
10. Riddlesdown
11. Epping Forest

#### Green Heritage awards retained at:

1. West Ham Park
2. Bunhill Fields
3. Ashtead Common
4. Kenley Common
5. West Wickham Common
6. Farthing Downs
7. Epping Forest

#### London in Bloom Awards achieved at:

1. **Town Category:**
  - o City of London – Gold
2. **Small Cemetery:**
  - o Silver Gilt & Category Winner- Bunhill Fields, City of London
3. **Large Cemetery**
  - o Silver Gilt – The City of London Cemetery and Crematorium
4. **Small Park of the Year**
  - o Silver Gilt - Cleary Gardens, City of London
  - o Silver Gilt - Festival Gardens and Queens Diamond Jubilee Garden, City of London
  - o Silver Gilt - Portsoken Street Garden, City of London
  - o Silver Gilt - Christchurch Greyfriars Church Garden, City of London
5. **Large Park of the Year (over 25 acres)**
  - o Silver Gilt – West Ham Park
  - o Silver Gilt – Queen’s Park
  - o Gold - Golders Hill Park
6. **It’s Your Neighbourhood**
  - o Friends of City Gardens achieved ‘Thriving’ in the community based award

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# The Commons Roadmap

| Programme / Project   |   |               |   | 2015  |  |     |     |     | 2016  |  |     |  |  | RAG | D.O.T. |     |  |   |   |   |   |   |   |
|---|---|---------------|---|---|--|-----|-----|-----|---|--|-----|--|--|-----|--------|-----|--|---|---|---|---|---|---|
| Updated January 2016  |   | Executive     | Lead  | Aug   | Sept   | Oct | Nov | Dec | Jan   | Feb  | Mar | Apr  | May  | Jun | Jul    | Aug |  |   |   |   |   |   |   |
| Open Spaces Department projects and priorities  |   |               |   |   |  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   |   |   |
| Burnham Beeches and City Commons  |   |               |   |   |  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   |   |   |
| <b>Energy Efficiency</b><br><i>A range of energy saving and environmental projects across open spaces.....Solar power, sustainability improvement opportunities</i> |   | Allan Cameron | <ul style="list-style-type: none"> <li>Action plans developed and agreed with City Surveyor</li> <li>Renewable energy sites agreed</li> </ul> | <ul style="list-style-type: none"> <li>Project specification</li> </ul>   |  |     |     |     | <ul style="list-style-type: none"> <li>20 year future works plan and funding arrangements agreed</li> </ul>         |  |     |  |  |     |        |     |  | G | ➔ |   |   |   |   |
|   | <b>Fleet and equipment review</b><br><i>Opportunities to share equipment and vehicles with other Open Spaces divisions and local agencies/authorities. Opportunities for contracting out to reduce equipment and fleet.</i> |               | Martin Hartup   | <ul style="list-style-type: none"> <li>Audit of Fleet and Equipment across Open Spaces</li> <li>Review of operational demand</li> </ul>                                 | <ul style="list-style-type: none"> <li>Outline environmental audit of the FME (Report)</li> <li>Operational use review of the FME (Report)</li> <li>Short-term FME disposal plan and its implementation (Report and action)</li> </ul> |     |     |     | <ul style="list-style-type: none"> <li>FME Management strategy implemented as per Delivery Plan (Action)</li> </ul> | <ul style="list-style-type: none"> <li>Costed FME management strategy options plan for SMT discussion (Report).</li> </ul> |     |  |  |     |        |     |  |   | G | ➔ |   |   |   |
|   |   |               |   |   |  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   |   |   |
|   | <b>Sports Programme</b><br><i>Increase rental of sports fields</i>  |               | Barry Gutteridge  | <ul style="list-style-type: none"> <li>Recruitment and induction of Business Analyst</li> <li>Scoping &amp; recruitment of Customer &amp; Stakeholder Survey</li> </ul> | <ul style="list-style-type: none"> <li>Scoping &amp; recruitment of consultants for user &amp; non-user consultation</li> </ul>  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   | G | ➔ |   |
|   |   |               |   |   |  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   |   |   |
|   | <b>Promoting our services</b><br><i>Explore opportunities to promote our open spaces at Burnham Beeches and City Commons. Promotion of open spaces as filming venue. Increasing donations.</i>                              | SBR           | Hadyn Robson  | <ul style="list-style-type: none"> <li>Costing - toolkit complete</li> <li>Filming - Options development</li> <li>Events - Discussion paper</li> </ul>                  | <ul style="list-style-type: none"> <li>Filming - business case and option selection</li> </ul>   |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   | G | ➔ |
|   |   |               |   |   |  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   |   |   |
|   | <b>Wayleaves</b><br><i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>  | SBR           | Hadyn Robson  | <ul style="list-style-type: none"> <li>Service agreements - OO produced</li> <li>Committee Approval</li> </ul>  | <ul style="list-style-type: none"> <li>1st October fee increases</li> <li>Data Cleanse</li> <li>Commercial Wayleave Review - sites researched</li> </ul>   |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   | G | ➔ |
|   |   |               |   |   |  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   |   |   |
| <b>Kenley Revival Project</b>   |   | Andy Thwaites | <ul style="list-style-type: none"> <li>Project Setup &amp; Delivery</li> </ul>  |   |  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   | G | ➔ |   |
| <b>Car Parks</b><br><i>Review of car park charges</i>   | SBR   | Martin Hartup | <ul style="list-style-type: none"> <li>Base line information of all car parks and charging regimes collated</li> </ul>                        | <ul style="list-style-type: none"> <li>Option development</li> </ul>  |  |     |     |     | <ul style="list-style-type: none"> <li>Project setup and delivery</li> </ul>  | <ul style="list-style-type: none"> <li>Report re BB to EFCC Committee</li> </ul>   |     |  | <ul style="list-style-type: none"> <li>Publicity / update of charging information</li> </ul> |     |        |     |  |   |   | G | ➔ |   |   |
|   |   |               |   |   |  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   |   |   |
| <b>Learning Programme</b>   |   | Chris Morris  | <ul style="list-style-type: none"> <li>Bid considered by CBT committee</li> <li>Customer Survey</li> </ul>                                    |   |  |     |     |     | <ul style="list-style-type: none"> <li>Recruit to Learning Programme posts.</li> </ul>                              |  |     | <ul style="list-style-type: none"> <li>Programme launch communications plan</li> </ul> |  |     |        |     |  |   |   |   | G | ➔ |   |
|   |   |               |   |   |  |     |     |     |   |  |     |  |  |     |        |     |  |   |   |   |   |   |   |

D. O. T. = Direction Of Travel

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# Epping Forest Roadmap

| Programme / Project<br>Updated January 2016    |                |                                     | 2015  |      |  |  |     | 2016  |   |     |   |   | RAG  | D.O.T.  |   |   |   |   |   |
|--|----------------|-------------------------------------|---|------|--|--|-----|---|---|-----|---|---|------|---|---|---|---|---|---|
| Executive                                      | Lead           |                                     | Aug   | Sept | Oct  | Nov  | Dec | Jan   | Feb   | Mar | Apr   | May   | June | July  | Aug   |   |   |   |   |
| Open Spaces Department projects and priorities |                |                                     |   |      |  |  |     |   |   |     |   |   |      |   |   |   |   |   |   |
| <b>SBR</b>                                     | Martin Rodman  | Grace Rawnsley                      | <ul style="list-style-type: none"> <li>Bid considered by CBT committee</li> <li>Customer Survey</li> <li>Options development &amp; business case for One O'Clock Club</li> </ul>  |      |  | <ul style="list-style-type: none"> <li>Options evaluation, Zoo &amp; Farm</li> <li>SLA with Heath Hands</li> <li>Business case for preferred option at Zoo/Farm</li> </ul>   |     |   | <ul style="list-style-type: none"> <li>Recruit to Learning Programme posts.</li> <li>Programme launch communications plan</li> <li>Project initiation document</li> </ul> |     |   | <ul style="list-style-type: none"> <li>Programme Launch</li> </ul>  |      |   | G   | ➔ |   |   |   |
| <b>SBR</b>                                     | Bob Warnock    | Declan Gallagher                    | <ul style="list-style-type: none"> <li>Recruitment and induction of Business Analyst</li> <li>LTA - Develop brief for stakeholder engagement / Procure company to deliver Stakeholder consultation/engagement.</li> </ul> |      |  | <ul style="list-style-type: none"> <li>Scoping &amp; recruitment of consultants for user &amp; non-user consultation</li> </ul>  |     |   | <ul style="list-style-type: none"> <li>User &amp; non-user consultation</li> </ul>  |     |   | <ul style="list-style-type: none"> <li>Scoping and recruitment of consultants for the development of Options Appraisal</li> </ul> |      |   | <ul style="list-style-type: none"> <li>Options appraisal exercises</li> </ul> |   | G | ➔ |   |
|  | Philip Everett | Tom Creed (DBE)<br>Bob Warnock (OS) | <ul style="list-style-type: none"> <li>Construction (18 month programme)</li> </ul>   |      |  |  |     |   |   |     |   |   |      |   |   |   |   | G | ➔ |
|  | Paul Thomson   | Jo Hurst                            | <ul style="list-style-type: none"> <li>Committee scrutiny and Court of Common Council</li> </ul>  |      |  | <ul style="list-style-type: none"> <li>Bill deposition within Parliament</li> </ul>  |     |   | <ul style="list-style-type: none"> <li>Parliamentary process</li> </ul>   |     |   |   |      |   |   |   |   | G | ➔ |
| <b>SBR</b>                                     | Gary Burks     | Gerry Kiefer                        | <ul style="list-style-type: none"> <li>Costing toolkit complete</li> <li>Filing - Options development</li> </ul>  |      | <ul style="list-style-type: none"> <li>Events - Discussion paper</li> <li>Filing - business case and option selection</li> </ul>                         |  |     | <ul style="list-style-type: none"> <li>Events - policy template</li> <li>Events - costing workshop</li> </ul>       |   |     | <ul style="list-style-type: none"> <li>Events - policy implementation</li> </ul>  |   |      | G   | ➔   |   |   |   |   |
|  | Andy Barnard   | Jonathan Meares                     | <ul style="list-style-type: none"> <li>Action plans developed and agreed with City Surveyor</li> <li>Renewable energy sites agreed</li> </ul>   |      |  | <ul style="list-style-type: none"> <li>Project specification</li> </ul>  |     |   | <ul style="list-style-type: none"> <li>20 year future works plan and funding arrangements agreed</li> <li>Project delivery</li> </ul>                                     |     |   | G   | ➔    |   |   |   |   |   |   |
|  | Andy Barnard   | Geoff Sinclair                      | <ul style="list-style-type: none"> <li>Audit of Fleet and Equipment across Open Spaces</li> <li>Review of operational demand</li> </ul>   |      | <ul style="list-style-type: none"> <li>Outline environmental audit of the FME (Report)</li> <li>Operational use review of the FME (Report)</li> </ul>    |  |     | <ul style="list-style-type: none"> <li>FME Management strategy implemented as per Delivery Plan (Action)</li> </ul> |   |     | <ul style="list-style-type: none"> <li>Costed FME management strategy options plan for SMT discussion (Report).</li> <li>Review of the FME Management strategy review program (Report)</li> </ul> |   |      | <ul style="list-style-type: none"> <li>Detailed FME Management strategy Delivery Plan (Report)</li> </ul> |   | G | ➔ |   |   |
| <b>SBR</b>                                     | Paul Thomson   | Sue Rigley                          | <ul style="list-style-type: none"> <li>Service agreements - OO produced</li> <li>Committee Approval</li> </ul>  |      | <ul style="list-style-type: none"> <li>1st October fee increases</li> <li>Data Cleanse</li> <li>Commercial Wayleave Review - sites researched</li> </ul> |  |     | G   | ➔   |     |   |   |      |   |   |   |   |   |   |
| <b>SBR</b>                                     | Paul Thomson   | Jo Hurst                            | <ul style="list-style-type: none"> <li>Organisational Impact Assessment produced</li> <li>TOR completed for circulation</li> <li>Options Appraisal and cleaned database</li> </ul>  |      |  | <ul style="list-style-type: none"> <li>First phase rental list agreed</li> </ul>   |     |   | <ul style="list-style-type: none"> <li>Valuation, rental and maintenance agreements</li> </ul>  |     |   | <ul style="list-style-type: none"> <li>First phase rental</li> </ul>  |      |   | A   | ➔ |   |   |   |
| <b>SBR</b>                                     | Gerry Kiefer   | Martin Hartup                       | <ul style="list-style-type: none"> <li>Base line information of all car parks and charging regimes collated</li> <li>Confirmation of detailed proposals for BB &amp; EF</li> </ul>  |      |  | <ul style="list-style-type: none"> <li>Report re BB to EF&amp;Commons Committee</li> </ul>   |     |   | G   | ➔   |   |   |      |   |   |   |   |   |   |
| <b>SBR</b>                                     | Bob Warnock    | Richard Gentry                      | <ul style="list-style-type: none"> <li>Create detailed output specification</li> <li>Define CSR Guidelines</li> <li>Coordinate Lease Terms; Finance and Insurance requirements</li> </ul>                                 |      |  | <ul style="list-style-type: none"> <li>Parliament Hill Lido Cafe</li> <li>Deliver tender for Queen's Park</li> <li>Deliver tender for Highgate Wood</li> <li>Parliament Hill Café tender</li> <li>Golders Hill Park Café tender</li> </ul> |     |   | <ul style="list-style-type: none"> <li>West Ham Park Food Concession</li> </ul>   |     |   | G   | ➔    |   |   |   |   |   |   |
| Epping Projects                                |                |                                     |   |      |  |  |     |   |   |     |   |   |      |   |   |   |   |   |   |

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# Epping Forest Roadmap

| Programme / Project   |                   |                       | 2015   |  |                                   |                                  |   |               |  |                              | 2016 |     |      |         |     |   |   |  | RAG | D.O.T. |
|---|-------------------|-----------------------|--|--|-----------------------------------|----------------------------------|---|---------------|--|------------------------------|------|-----|------|---------|-----|---|---|--|-----|--------|
| Updated January 2016  |                   |                       | Aug  | Sept   | Oct                               | Nov                              | Dec   | Jan           | Feb  | Mar                          | Apr  | May | June | July    | Aug |   |   |  |     |        |
| Executive   | Lead              |                       |  |  |                                   |                                  |   |               |  |                              |      |     |      |         |     |   |   |  |     |        |
| Open Spaces Department projects and priorities  |                   |                       |  |  |                                   |                                  |   |               |  |                              |      |     |      |         |     |   |   |  |     |        |
| Promoting our services - Epping<br><i>Review of current charges, produce sales (chip, venison, cattle) - professionalising our retail services (improving the promotion of our services and increasing sales), review of events, wedding licence, sponsorship of publications</i> | SBR Paul Thomson  | Jacqueline Egglestone | • Short term - charging review                   |  |                                   | • Events - Policy template       | • Filming - business case and option selection  |               |  |                              |      |     |      |         |     | G | ➔ |  |     |        |
| Learning Programme - Epping<br><i>Funding bid for City Bridge Trust and delivery of learning programme. Implementation of projects and new operating model.</i>   | SBR Martin Rodman | Sophie Lillington     | • Bid considered by CBT committee                | • Customer Survey                                    |                                   |                                  | • CBT Awarded                                   | • Recruitment | • Programme launch communications plan         | • Programme Launch           |      |     |      |         |     | G | ➔ |  |     |        |
| Various Powers Bill<br><i>Seeking changes to legislation governing Open Spaces on which other projects are dependent</i>  | Paul Thomson      | Jo Hurst              | • Committee scrutiny and Court of Common Council |  | • Bill deposition with Parliament | • Parliamentary process          |   |               |  |                              |      |     |      |         |     | G | ➔ |  |     |        |
| Lodges (& specific properties) review - Epping<br><i>Short term leasing of Forest lodges with longer term options dependant on Various Powers Bill.</i>   | SBR Paul Thomson  | Jo Hurst              | • Organisational Impact Assessment produced      |  |                                   | • First phase rental list agreed |   |               | • Valuation, rental and maintenance agreements | • First phase rental         |      |     |      |         |     | A | ➔ |  |     |        |
| Sports Programme - Epping<br><i>Sponsorship of football, Golfcourse recovery - Review and improvement of Golf Course facilities and services to make improvements and increase use. Renovation of changing facilities at Wanstead Flats</i>                                       | SBR Bob Warnock   | Jacqueline Egglestone | • Options Appraisal and cleaned database         |  | • Consultants report              | • Golf strategy review           |   |               |  | • Wanstead Flats Master Plan |      |     |      |         |     | G | ➔ |  |     |        |
| Wayleaves - Epping<br><i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces (just handgates and utilities)</i>   | SBR Paul Thomson  | Sue Rigley            | • Service agreements - OO produced               | • Committee Approval                                 | • 1st October fee increases       | • Data Cleanse                   | • Commercial Wayleave Review - sites researched |               |  |                              |      |     |      |         |     | G | ➔ |  |     |        |
| Car Parks - Epping<br><i>Review of car park charges</i>   | SBR Paul Thomson  | Head Forest Keeper    | • Confirmation of detailed proposals for BB & EF |  |                                   |                                  |   |               |  |                              |      |     |      |         |     | G | ➔ |  |     |        |
| Epping Forest Management Plan   | Paul Thomson      | Laura Lawson          | • Public Consultation                            | • Analyse and compile consultation response document |                                   |                                  |   | • Write plan  |  |                              |      |     |      |         |     | G | ➔ |  |     |        |
| Baldwin's and Birch Hall Park Ponds   | Paul Thomson      | Geoff Sinclair        | • Engineering Study                              |  |                                   |                                  |   |               |  |                              |      |     |      |         |     | G | ➔ |  |     |        |
| Capel Road Sports Pavillion   | Paul Thomson      | Jacqueline Egglestone | • Projects Sub Committee                         |  |                                   |                                  |   |               |  | • Wanstead Flats Master Plan |      |     |      |         |     | G | ➔ |  |     |        |
| Wanstead Park   | Paul Thomson      | Geoff Sinclair        |  | • Projects Sub Committee                             |                                   | • Steering Group meetings        |   |               |  |                              |      |     |      | • EF&CC |     | G | ➔ |  |     |        |

D.O.T = Direction of travel

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|  |                 |
|--|-----------------|
| <b>Committee(s):</b>   | <b>Date(s):</b> |
| Epping Forest and Commons  | 26 January 2016 |
| <b>Subject:</b><br>Request for delegated authority to respond to the Department for Communities and Local Government Consultation on proposed changes to National Planning Policy. | <b>Public</b>   |
| <b>Report of:</b><br>Director of Open Spaces <b>SEF 02/16</b>  | <b>Decision</b> |

## Summary

This report seeks your Committee's approval for delegated authority to respond to a Public Consultation document published by the Department for Communities and Local Government proposing changes to the National Planning Policy Framework (NPPF). Consultation closes on 22 February 2016.

The Consultation document contains six proposals to simplify the provision of new homes, with two of particular potential impact. The proposals suggest increases to the residential densities for new developments close to areas defined as 'transport hubs' and also propose weakening openness considerations when developing brownfield sites within the Green Belt. Both these proposed changes have the potential to place further pressure on the context and setting of Open Spaces located within or close to the Metropolitan Green Belt.

Your Committee is encouraged to respond to the consultation emphasising the importance of protecting Open Spaces potentially affected by these changes, highlighting the primary importance of Sites of Special Scientific Interest and Special Area of Conservation status.

## Recommendation

It is recommended that:

- authority be delegated to the Town Clerk; in consultation with the Chairman and Deputy Chairman and Director of Open Spaces to provide a suitable response to the Consultation.

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|   |                        |
|---|------------------------|
| <b>Committee(s):</b>  | <b>Date(s):</b>        |
| Epping Forest & Commons   | 26 January 2016        |
| <b>Subject:</b><br>Superintendent's Update for October to December 2015 | <b>Public</b>          |
| <b>Report of:</b><br>Superintendent of Epping Forest <b>SEF 01/16</b>   | <b>For Information</b> |

## Summary

This purpose of this report is to summarise the Epping Forest Division's activities across October to December 2015.

Of particular note was an improvement in dissolved oxygen levels in major Forest water bodies; a positive 'duty of care' prosecution on fly tipping; the annual closure of the Forest to open riding; reduced water levels in the Wanstead Pond cascade due to dam repairs and containment of Floating Pennywort; and a major incident which saw a ruptured water main under Fairmead Road create a 'geyser' effect on 2<sup>nd</sup> January that has flooded sections of the Forest and damaged a significant stretch of public highway.

## Recommendation

Members are asked:

- Note this report.

## Main Report

### Staff

1. The Head Keeper retired 20 November 2015, with the new Head Keeper Martin Newnham having started in post on 11<sup>th</sup> January 2016. Following retirements and staff turnover, the Head of Visitor Service is holding a series of vacancies including two Golf Course Green keepers; two part-time Information and Learning Assistants and a football groundkeeper/custodian in anticipation of the revision of some roles.
2. The Directorate-based Learning Team has successfully recruited a Head of Learning. Interviews will now be held during January for a Volunteer Development Officer; site-based Schools staff and peripatetic interpreters.

### Volunteering

3. October and November 2015 saw 1,510 and 1,194 volunteer hours recorded across the Forest – this is down by about 11.04% on the same time last year, but as many volunteers provide their data in long arrears the numbers are likely to be more similar than this indicates.

## Major Projects

4. **Baldwins and Birch Hall Park Ponds** - Work has been complemented on repainting the Millennium Bridge which has now freed Department of Built Environment staff to complete the scoping assessment on the two leaking dams.
5. **Land Registration Project** - Progress on the registration of title has been provided to the Property Investment Board. The Comptroller and City Solicitor has issued further instructions to Queens Counsel for additional advice to support the scrutiny of the Working Group. Work is underway to commission a local historian to research the development history of various disputed boundary areas.
6. **Grazing Expansion Scheme** - the cattle finished the grazing of the Forest during the first week of November. They were removed from the last Forest site at Fairmead to the Buffer Lands ahead of the end of the commoners' grazing season on 15<sup>th</sup> November. All the access gates in the perimeter fence-line and at the cattle grid bypass gates were opened a few days later and will remain open until the cattle return in spring 2016.
7. All the Forest cattle were moved to the Great Gregories winter housing in mid-December. All the cattle have been TB tested this January and the herd was given the all-clear by the vets on 7th January. The City Commons herd of Sussex cattle arrives on 14th January with around 20 Sussex to be accommodated there until April.
8. Retrospective planning consent is being sought for an addition to the cattle pens that allows them to be washed down at the end of the season and which also helps contain water more conveniently during periods of heavy rain. This is a drainage sump between the two outside pens which at times may contain some slurry when animals are present. Environment Agency officers have agreed that it enhances the management of the pens but have also advised that it would need to be classified as a slurry storage pit. As such it requires planning consent. The sump is small containing only about 10.5m<sup>3</sup> of liquid. Local residents have been consulted ahead of the application of which the local authority is aware.

## Wanstead Park – Conceptual Options and Cost Plan.

9. The Head of Operations and the Wanstead Park Project Manager met up with sports tenants of the Wanstead Sports Grounds Ltd (WSGL) to discuss the proposed Conceptual Options Plan. It was evident that they had not been as fully informed of the project as we had assumed. Overall there was good support for the Plan's aims however there were a number of the long term aspirations that gave cause for concern, such as relocating the tennis courts. The discussion also highlighted that the sports heritage of Wanstead Park had not been fully recognised in the conceptual options plan. The sports tenants and WSGL agreed to feedback back on their concerns as part of the Conceptual Plan development process for the end of January 2016. In addition they agreed to prepare text to help prepare a sports heritage aspect to the conceptual options plan.



## Wanstead Park Cascade

### Heronry Pond Concrete Repairs

10. Water levels on the Heronry have now been reduced to a level where essential repair works on concrete panels cracked through tree growth can be undertaken. The Built Environment Team have met with contractors to assess the work and it is hoped these will be undertaken in February 2016 with the lake levels returned to normal for the end of Spring 2016. The low water levels have been a source of adverse comment through letters and press coverage in recent months reflecting the considerable interest taken in the management of Wanstead Park by local people
11. **Perch Pond** – The containment of the highly invasive Floating Pennywort in Perch Pond is continuing, which is contributing to reduced water levels in Ornamental Pond. Work is almost complete on the clearance of lakeside scrub which will enhance the appearance of the lake and improve access for contractors scheduled to remove and treat the Pennywort.
12. **Abstraction Licence for 2016-19** – An application to the Environment Agency was completed for the renewal of the existing 3 year abstraction licence to supply part of the Wanstead Cascade with 290,000 cubic metres of water each year from aquifer. Previous local licensing has been replaced with a more stringent national approval scheme.

### Consultations

13. **Inovem™ Inclusionware** - No new public consultations were launched during October – December 2015. Consultees who responded to the initial consultation on the Open Spaces Bill were provided with access to the final Parliamentary Bill to facilitate further feedback.

### Forest Services

14. **Licences** - A total of 59 licences were issued during the two months being reported, which yielded an income of £12,393.63 plus VAT. 45 licences were issued during the same period in 2014, which yielded an income of £16,093.33, a decrease on last year.
15. **Fly Tipping** – Fly tips for the year totalled 665 (1.9 per day), compared to 506 (1.39 per day) for the equivalent period in 2014. This represents a 31% increase on the number of fly tips for the previous year. Fly tips of builder's rubbish make up the majority of the waste tipped which is heavy in weight and requires more trips to the tip for disposal.
16. **Rough Sleepers** – Compared to last year camp numbers have dropped from 53 in 2014 to 40 in 2015 a decrease of 25%. This could be due to several factors; the weather was much wetter throughout the year which would deter those 'choosing' to camp out. Also some sites identified as 'regularly used' have been crown lifted or cleared of scrub. Partnership working co-ordinated by the keeper team in the south has also resulted in a drop of rough sleepers who have been moved off or helped with more suitable accommodation.
17. **Enforcement Activity** - One prosecution was heard during the period under report. Shehzad Khan was convicted under the EPA Act Section 1a, at Chelmsford Magistrates Court. He was fined £420.00, Costs £405.00 Court Costs £145 and victim surcharge £42.00. This prosecution represents an intensification of Epping Forest's prosecution regime with the action taken

under 'indirect' 'duty of care' responsibilities rather direct responsibility for fly tipping. Forest Keepers also successfully used new evidence presentation techniques provided by recent training with a Queens Counsel specialising in fly tipping matters.

18. **Open Riding** – The Open Riding season closed on 2 November reflecting rainfall levels and Forest floor conditions in October.
19. **Fireworks** – In July the London Borough of Newham made their usual application to hold a firework display on Wanstead Flats on Sunday 1 November 2015. All preparations went ahead on site including the installation of platforms but unfortunately due to dense fog the event had to be cancelled. Newham paid £8,250 for the site and it was agreed no deposit would be taken but all damage/reparation would be settled post event. No refunds were made. Newham have not set a date for 2016, but presumably will make their usual application sometime in the summer.

### **Heritage; Landscape and Nature Conservation**

20. **Basic Payment Scheme (BPS)** - The Rural Payment Agency (RPA) are now paying UK farmers for their BPS claims. Payment has not been received yet, which will be around £93,000. The farming press reports that the RPA aims to pay the 'vast majority' by the end of January 2016.
21. **Birch Hall Park Conservation Statement** - The consultants undertook further fieldwork within the study area and are preparing the Conservation Statement.
22. **SAC Conservation Status and Site of Special Scientific Interest (SSSI) Favourable condition** –The Natural England (NE) Conservation Adviser for Epping Forest made a visit in November with a brief reconnaissance of Compartment 17, which covers part of High Beach. One of the concerns for this compartment has been the prevalence of Sycamore and, as a result, the Conservation Section undertook a survey of Sycamore in this compartment. The results will be passed to Natural England and demonstrate that Sycamore cover, both mature trees and young saplings, is less extensive than anticipated by NE. The condition of this compartment will be re-assessed in early 2016 on a return visit by Natural England encompassing the new survey results.
23. Other non-native species are, of course, giving rise to concern and amongst these one of the most immediate potential problems is present by Oak Processionary Moth (OPM). Monitoring for this species by Epping Forest officers at various locations in the southern part of the Forest began in 2014 in coordination with the Forestry Commission's overall assessment of the spread of OPM across London. In late summer 2015 the monitoring was repeated at the same 4 locations using pheromone lures to attract any flying adult moths. Fewer were caught in 2015 than in 2014, four as opposed to six. In 2015 one moth was caught on the edge of City of London Cemetery and one on Leyton Flats with two caught in August at Walthamstow Forest,

### **Town and Country Planning**

24. **EFDC – Land adjacent to Warren Hill, Loughton** - development of a 34-space car park and dropping-off area for use by Oaklands School. The proposed car park would be situated within the bounds of Epping Forest Arbitration Land. This land benefits from a restrictive covenant which states

“that no building shall ever be placed thereon”. The fact that this land was protected in perpetuity in this way demonstrates its importance in preserving the Forest’s amenity and its “buffering” of the Forest landscape. We consider that this amenity should continue to be protected. Our objection is made on the basis that this application, if granted, would allow the intensification of use of land adjacent to the Forest, increasing traffic noise and pollution, and if enacted, would soon encourage demands for improvements and upgrades to both the surfacing and ancillary infrastructure, such as lighting.

25. **EFDC – 16 String Jack P.H, Theydon Bois** – There was a split vote at the District Development Management Committee and the application was considered at an Extraordinary Council Meeting on 23/11/2015. Permission for 11 flats was refused by 20 votes to 15. A previous application for 13 flats went to appeal and the decision is outstanding.
26. **EFDC – Knolly’s Nursery** - at an Extraordinary Council Meeting on 23/11/2015, Councillors voted to grant approval, against the Planning Officer’s recommendation and subject to a legal agreement, to build 79 new homes and a children’s day nursery in the Green Belt on the site of Knollys Nursery to the north east of Waltham Abbey, Essex. No formal decision has been finalised.



## Operations

27. **Hypoxia Incidents** – Major work has continued to aerate lakes affected by Hypoxia (oxygen depletion). Oxygen levels at Highams Park have recovered from the late summer low of 7% to an average over the lake of 64% where levels should be expected to be 70% for this period. Increased rainfall and wind speeds, together with lower water temperatures, should encourage sufficient oxygen diffusion for the rest of the winter.
28. The woodland teams have been focussed on delivering our wood-pasture restoration commitment with works during October and November undertaken at Lords Bushes, Long Running and the Pillow Mounds. The annual program of grass cutting was completed successfully with a number of additional tasks undertaken on areas where the warm weather led to continued grass growth on amenity areas such as off Nursery Road in Loughton. The contractor grass cutting program was also finished on schedule and we were very pleased with the high quality of the work undertaken at Trueloves and hope to extend the

contract for the next couple years with the supplier. Different contractors also completed stock fencing the Copped Hall boundary alongside the M25.

## **Visitor Services**

### **Events**

29. The Pumpkin Carving event at October Half Term was again successful, with over 70 participants taking part raising over £250 on pumpkin sales alone.
30. Seasonal December events included a ticketed evening event; Christmas Greenery aimed at adults, offering the opportunity to make Christmas wreaths utilising forest greenery and a visit to the candlelit Hunting Lodge. This was a sell-out event with 50 tickets resulting in a profit £450 for the evening. Evaluation comments were 100% positive: 'Excellent start to Christmas', 'Really enjoyable evening'.
31. A Christmas exhibition at Queen Elizabeth's Hunting Lodge about Queen Elizabeth I's New Year's Gifts ran for three weeks into December and the New Year.
32. We held the very popular Christmas Grotto weekend on 12/13 December based at The Queen Elizabeth's Hunting Lodge & The View, attracting over 450 participants who paid to see Father Christmas in the lodge, generating a ticketed income of over £5,800. Other elements to the event, such as Reindeer and a wintry woodland trail, as well as a brass band also attracted a large crowd, with around 1,000 people attending daily.
33. Our third Wedding of 2015 using Christmas greenery from our two Christmas events, was the perfect setting for this intimate Christmas celebration, and generated an income of £585 for the 2 hour booking.

### **Communication and Information**

34. Social media continues to go from strength to strength. The Twitter account now has over 4,300 followers and was recently a very powerful tool in an attempt to identify the culprit of a fly tip, with our followers proving to be extremely keen to assist us in sharing the photograph and request for information. The Facebook page now has over 170 likes with the potential to grow substantially. Recently we promoted the festive grotto event on the Facebook page and even with just over 100 likes at that time the photograph was shared and the promotion reached 3,690 people, which demonstrates how well this medium can work for us. Our following is also growing on Instagram. Positive feedback was received for our winter edition of Forest Focus and great attention was given to distributing this edition in the local area. The spring edition of Forest Focus will be available in March. We have had some very positive articles in the local press, including the Essex Life publications. The website continues to be updated and refreshed regularly.

### **Visitor Centres**

35. This year the Visitor centres reduced their opening times across the Christmas period, however peak days such as Boxing Day and New Year's Day were open to the public. The Visitor Centre at High Beach has remained open Thursday – Sunday closing at 3pm for winter months.

## **Wanstead Flats Sports**

36. **2015/16 Season** – Football bookings continue to increase achieving financial year target of £66,000, and the projected end of year income could reach £80,000, an increase of £13,000 on previous year. By Christmas 2015, The Flats had hosted 1,863 football matches (and 6 Lacrosse matches) which is an increase of over 500 on the previous season.
37. **Community Payback Scheme** - In partnership with London Probation continues to go well and have delivered 2,300 community payback hours collecting 1,500 bags of rubbish since June 2015 in addition to a wide variety of cleaning and maintenance tasks every Monday at Harrow Road.
38. **Media** - Two music videos were shot at Wanstead Flats. Singer Lucy Rose's 'Till the End' which reached No 9 in UK charts, and a Real Lies video is currently in post-production. Wanstead Flats also featured on the Sky Sports Fantasy Football Club with ex England and Spurs footballer Ledley King reflecting on the importance of The Flats in his football development.

## **Major incidents**

39. **Fairmead Road Water Main:** A 500mm water main that runs under Fairmead Rd burst on 2nd January creating what could only be described as a high pressure geyser. Floodwater from the burst has created local flooding around the local ditch and stream network and has severely damaged Fairmead Road spreading eroded road material and accelerating pothole damage. Fairmead Road will remain closed from the top of the hill at the 'turnaround car parks' down to the gates at 'Fairmead Oak' car park until further notice. According to Essex Highways, Thames Water have up to 3 months to make good the road and any damage caused by the burst water main. At the present time Essex Highways cannot confirm that the road is safe to use due to any undercutting of the road surface which may have occurred.

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|---|---------------------|
| <b>Committee(s):</b>  | <b>Date(s):</b>     |
| Epping Forest and Commons   | 26 January 2015     |
| <b>Subject:</b><br>Epping Forest Licence and Produce Charges          | <b>Public</b>       |
| <b>Report of:</b><br>Superintendent of Epping Forest <b>SEF 03/15</b> | <b>For Decision</b> |

### Summary

This report updates your Committee on the charges levied for the management of various Forest licences and produce sales at Epping Forest and seeks approval for the proposed charges for 2015/16.

The licencing of activity (excluding filming and photography) on Forest Land and sales of produce has raised a total of £58,060 so far in the 2015/16 financial year. Horse Riding Licences raised £15,408, the licencing of regulatory activity realised £34,112, while produce sales have generated £8,540.

In line with the Service Based Review targets for increased income between 2015/16 – 2017/18, it is proposed that charges for licences in 2016/17 be raised by a figure of 10% with the exception of both Horse Riding Licence Fee and Produce charges. It is proposed that Horse Riding Licence Fees are raised by the Retail Price Index (RPI) using the 12 month figure set in October, being 0.7%. Produce charges are newly set this year and are based on current market rates and therefore need no change at present.

### Recommendation(s)

Members are asked to:

- Approve the proposed charges for 2016/17
- Approve the addition of cancellation terms to the Superintendent's discretionary powers.

## Main Report

### Background

1. Requests are received for various services requiring the temporary use of Forest Land from the many properties that border, or are enclosed by, the Forest. These properties often have no direct access to the frontage, side or rear of their curtilages or space to place skips; site scaffolding or temporarily store building materials during repair or development works. The Conservators normally levy a charge on such activities. When a request is received an inspection is carried out by a Forest Keeper to ascertain if a licence should be granted for use of Forest Land.
2. Consideration is always taken as to the Conservators' duties under the Epping Forest Acts 1878 and 1880 and whether any damage to Forest Land may occur and if that is the case; either a refundable deposit or bond is taken to cover any repairs to damage of Forest Land, or in some cases the licence request is refused.
3. Charges for the use of Forest Land have been benchmarked by comparison with charges levied by surrounding local authorities. The charges are shown on the Epping Forest website.
4. Land management activities have the potential to generate a range of marketable products. In 2015 we commenced selling cordwood to fuelwood merchants. This was undertaken through a tender process with the highest bidder winning the tender. This sale resulted in £5,559. In addition we have been active in supporting requests for a range of wood products from local people and organisations. Products have either been sold through negotiating a price or in the case of community organisations we have provided the products free to support their activity. These sales have resulted in a further £416.
5. In November 2015, we commenced the sale of bags of logs to the public. These have been initially priced at £5.50 per bag and are available for sale from The View, Visitor Centre. The production of these bags of logs integrates well with our existing operation supplying split logs to staff. It is too early to comment on the success of this exercise of sales to the public however the discounted bag log sales to staff resulted in an income so far in 2015 £718,
6. As a result of the necessity to cull deer on the Forest, the Buffer Lands and in the Deer Sanctuary, venison has been available for wholesale direct to game dealers. Income to date from these plus sales to staff is £550. In October 2015 frozen pre-packed venison has been made available to the public on sale from The View. This has proved incredibly popular with demand outstripping supply. £1297 has been raised so far from these sales.
7. The income from filming and photography is the subject of a separate report made annually by the Department to the Open Spaces Committee.



## Current Position

8. In 2015 the Horse riding licence fee was increased by 37.5%. This increase was necessary to make good a failure to increase the licence fee since its introduction in 2003 and was agreed by your Committee in January 2015.
9. The income generated from log sales, venison sales and miscellaneous charges provides a regular, steady income for very little outlay or risk. At the time of writing this has amounted to £1,847 for venison, £,6693 for wood, £34,112 for local regulatory licences (excluding filming and photography) and £15,408 for horse riding licences, a total of £58,060 so far in 2015/16. The total raised in 2014/15 at the same point in the year was £27,326 (excluding filming).
10. The impact of the above average fee increase in 2015/16 shows an overall increase in income of **£34,164.95** against the same period in 2014/15 ( see table below) .

|              | 2014/15 total | % increase | 2015/16 total | actual total increase |
|--------------|---------------|------------|---------------|-----------------------|
| Horse Riding | £ 12,016      | 37.5       | £ 15,408      | 28%                   |
| Licencing    | £ 9,724       | 10         | £ 34,112      | 251%                  |
| Produce      | £ 2,155       | 10         | £ 8,540       | 296%                  |
| TOTAL        | £ 23,895      |            | £ 58,060      | 143%                  |

11. Events such as fairs and circuses are negotiated according to scale and comparable market prices. This will need to continue for fairs and circuses because of the tight market they operate in and Showman's Guild rules. However general events and entertainments need to be licenced under a more consistent and transparent system. This will be brought to the Open Spaces Committee as a separate report in 2016.
12. At present customers can pay for licences for events and activities and then request a full refund if the activity is then cancelled, for example because of poor weather. This can take up considerable administrative time and has a real cost to the department. A proportionate cancellation fee could be levied to cover administrative costs. This will be further explained in the report to the Open Spaces Committee.

## Proposals

13. In line with the Service Based Review targets for 2015/16 to 2017/18, which require savings totalling £492,000 at Epping Forest, it is proposed that all licence charges for 2016/17, except for horse riding licences, are increased by 10%.
14. In line with condition laid out in the Additional Byelaws for the Regulation of Horseriding Part III 14(3) & (4) it is proposed that the licence fee for Horseriding be increased by RPI of 0.7%
15. A list of proposed charges for 2016/17 is shown in Table 1 below.

16. It is proposed that sales of cordwood to commercial firewood merchants will continue to be sold through commercial bidding processes to achieve the current market rate.
17. The sale of beef from Forest cattle will commence in December 2015.
18. The introduction of cancellation fees will assist with the administrative cost of processing refunds. This will be proportionate to the scale of the original fee and scaled according to the notice period given for the cancellation. It is proposed that the cancellation charge is 20% of the licence fee rising to a maximum of 50% of the licence fee if cancelled within 48 hours.

**Table 1**

| <b>ITEM</b>   |   | <b>CHARGES<br/>2015/16</b>  | <b>PROPOSED<br/>CHARGES<br/>2015/16</b>  |
|---|---|---|--|
| <u>Horse Riding Licences</u>                                | Public<br>Full Registration Year<br>Weekly Registration<br>Riding School<br>Full Registration Year                | £55.00 inc. VAT<br>£6.80 inc. VAT<br><br>£69.00 inc. VAT  | £55.39 inc VAT<br>£6.85 inc VAT<br><br>£69.48 inc VAT  |
| <u>Skips</u>  | per week  | £57.00 (VAT exempt) per week  | £62.70   |
| <u>Hire of car parks for events or contractor compounds</u> | Large (i.e. Bury Rd)<br>Medium (i.e. Fairmead Oak)<br>Small (i.e. Earls Path)<br>Compounds/storage on Forest land | £566.00 per day<br>£341.00 per day<br>£113.00 per day<br>£0.46 per M <sup>2</sup> per day.<br>Min overall charge of £57.00                  | £622.60<br>£375.10<br>£124.30<br>£0.51 per m <sup>2</sup> per day<br>£62.70  |
| <u>Events and Activities</u>                                | Fitness Training<br><br>Running, walking & cycling events<br><br>Horse Riding Events                              | £11.50 per session (VAT exempt) +£57<br>Administration Fee<br>£85.00 event fee + £1.70 per entrant<br><br>£85.00 event fee + Horse Licences | £12.65 per session<br><br>Plus £62.70 Administration<br>£93.50 event fee plus £1.87 per entrant<br>£93.50 plus licence |
| <u>Scaffolding</u>  |   | £0.46 per M <sup>2</sup> per day. Min overall charge of £57.00  | £0.51 per M <sup>2</sup> per day. Min overall charge of £62.70   |
| <u>Logs (for fuel)</u>                                      | Per bag ( 10kg approx.)   |   | £5.50  |

|                |   |  |  |
|----------------|---|--|--|
| <u>Venison</u> | Burgers<br>Sausages<br>Diced / Minced<br>Haunch<br>Saddle   | £1.00 each (VAT exempt)<br>£6.80 per bag (9)<br>£8.00 per kilo<br>£13.50 per kilo<br>£18.00 per kilo | £1.20 each<br>£8.80 per kilo<br>£11 per kilo<br>£17.61 per kilo<br>£15.41 per kilo<br>( saddle adjusted down to meet butchers' list prices )   |
| <u>BEEF</u>    | 100% mince beef<br>Shin<br>Braising Steak<br>Diced Braising<br>Oxtail<br>Rolled Brisket<br>Silverside<br>Middle Cut<br>Crown Cut<br>Topside<br>Ribeye Steak 28 day<br>matured Rump Steak 28<br>day matured<br>Sirloin Steak 28 day<br>matured Fillet Steak 28<br>day matured Sausages<br>Burger | Not sold in<br>previous year   | £8.70<br>£9.90<br>£11.90<br>£11.30<br>£7.72<br>£14.10<br>£18.20<br>£18.20<br>£18.20<br>£18.20<br>£25.20<br>£19.10<br>£32.90<br>£45.90<br>£3.29<br><br>£4.20 per pack of 4<br>(so £1.05 a burger) |

### Corporate & Strategic Implications

19. The issuing of licences for the use of Forest land supports the City Together Strategy theme 'A World Class City which protects, promotes and enhances our environment. This is linked to the associated Open Spaces Strategic Aim "Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation".
20. The sale of wood and venison supports the City Together Strategy theme 'A World Class City which protects, promotes and enhances our environment. **This is linked to the associated Open Spaces Departmental Objective "Ensure that measures to promote sustainability, biodiversity and heritage are embedded in the Department's work"**

### Implications

21. **Finance:** The City's Financial Regulations require all departments to recover full costs when setting charges to persons or external organisations, or submit reason to the appropriate service Committee when that objective is not met. It is, therefore, at the discretion of individual spending Committees to determine

the actual level of fees and charges relative to the services that provide, after taking into account local considerations and priorities.

22. The total raised by licenced activity in Epping Forest so far in 2015/16 is £34,112 (excluding filming). Horse riding licences generated £15,408 .
23. The income from the sale of produce for 2015/16 is to date £8540 comprising £6694 through the sale of firewood and £ 1,847 through the sale of venison.
24. It is proposed to raise licence charges and fees by 10% to reflect the outcome of the recent Service Based Review, which aims to recover a further £10,000 in income from all licencing and events activity.
25. **Legal** – Additional Byelaws for Horse Riding Regulations - The charges shall be reviewed and fixed from time to time by the Conservators in accordance with Section 10 of the City of London (Various Powers) Act 1990 by reference to: a) the reasonable cost of the maintenance of the ways designated for the riding and exercising of horses; and (b) the reasonable cost of the provision of regulation of the riding of horses in the Forest. Notwithstanding the foregoing provisions of this Article, any increases to the charges shall be limited to no more than the increase in the Retail Prices Index for the period that has elapsed since each of the charges being increased were last fixed. The Conservators shall take all reasonable steps to notify the public of any fresh charges fixed hereunder not less than fourteen days before they take effect.
26. In these byelaws “Retail Prices Index” means the general index of retail prices for all items published by the Central Statistical Office of the Chancellor of the Exchequer. If that index is not published for a month, which is relevant for the purposes of Article 14(3), it is to be construed as referring to any substituted index or index figures published by that Office.
27. **Property:** Licensing various 3rd party temporary activities that the City is willing to permit upon the Forest should ensure that the City retains full and proper control of the Forest and able to prevent misuse.

## **Conclusion**

28. The licensing of activities on Forest land is necessary to ensure no possessory rights are conceded and that the use of Forest Land is properly regulated and recognised through a standard charge wherever possible.
29. The above inflation increases to charges are necessary to enable the City of London to help manage the reduction in deficit funding of £492,000 between 2015/16 and 2017/18.

## **Appendices - None**

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|--|---------------------|
| <b>Committee(s)</b>  | <b>Dated:</b>       |
| Epping Forest and Commons Committee                                  | 26 January 2016     |
| <b>Subject:</b><br>Museum accreditation for The View                 | <b>Public</b>       |
| <b>Report of:</b><br>Superintendent of Epping Forest <b>SEF04/16</b> | <b>For Decision</b> |

## Summary

Epping Forest has owned, preserved and displayed historic objects and documents relating to the Forest for over one hundred years. There are reputational, promotional, financial and legal benefits to be derived from management of these objects as a formal museum collection in line with an externally accredited framework, Museum Accreditation, administered by Arts Council England. The collection is formally named 'The View (Epping Forest Collection)'.

Further to your Committee's approvals of March 1993 and March 2016 to seek accreditation, the Committee as governing body of The View (Epping Forest Collection) is required by the museum accreditation framework to give formal approval to key policies and documents prior to accreditation submission. There is no direct cost for applying for accreditation.

The deadline for submission to Arts Council England is 26 May 2016. An Accreditation award covers three years after which the organisation is invited, but not obliged, to submit a return application.

## Recommendations

Members are asked to:

- Approve the Statements, Plans and Policies in appendices 1-7

## Main Report

### Background

1. Epping Forest has held and displayed historic objects since 1895. The collection's purpose is summarised in its Vision Statement: *The Epping Forest Collection illuminates the past and present of Epping Forest for all.*
2. The Epping Forest & Open Spaces Committee approved seeking museum registration, the forerunner to museum accreditation, on 24 March 1993 (SEF 13/93). The application for registration was paused during Stage s II and III of the Heritage Lottery Funded Branching Out project, as this involved the building of The View, opened 2012, and transfer of archival material to London Metropolitan Archive, completed 2014.
3. The View (Epping Forest Collection), is coterminous with The View as the primary visitor centre for Epping Forest. Queen Elizabeth's Hunting Lodge and The Temple are defined as associated sites of The View displaying museum objects on a temporary basis. The Saw Mill Visitor Services store at The Warren provides museum storage .

4. The Epping Forest & Open Spaces Committee as Conservators of Epping Forest, and as the representatives of the trustees for Epping Forest charity constitute the governing body of The View (Epping Forest Collection). The governing body's responsibilities under accreditation include consideration of recommendations for museum object disposal, formal exiting from the collection and receipt and approval of an annual report on the activities of the museum.
5. Your Committee of 9 March 2015 received a report which outlined the benefits of seeking accreditation for The View (SEF 13/15). Arts Council England summarise the benefits of accreditation as an authoritative benchmark for assessing performance, raising awareness and understanding, and demonstrates that the museum has met a national standard which strengthens applications for public and private funding and gives investors confidence in the organisation.

### **Current Position**

6. In order to achieve accreditation, we are required to evidence the constitution of The View (Epping Forest Collection). Whilst the Epping Forest Act 1878 is evidence of an appropriate constitution and delegation of responsibilities to The Epping Forest and Commons Committee, this does not include the specific management of a museum within its responsibility to Epping Forest as a whole. We therefore seek the approval of a Governance Statement (Appendix 1) to clarify this purpose.
7. In order to achieve accreditation, Arts Council England specify that the core policies and documents attached as appendices to this report are essential to good practice and must be reviewed and approved by the governing body.
8. Wording in these policies, as indicated in italic text, is required by Arts Council England and must be approved without amendments in order to meet the requirements of full museum accreditation. In particular the statement of purpose and key aims in the Forward Plan is required to be approved by the governing body.
9. The application to extend 'working towards accreditation' status for The View (Epping Forest Collection) was granted by the Arts Council with a deadline of 26 May 2016. No further extension will be granted. Therefore if we fail to meet this date, we would be required to submit a new eligibility application which is at risk of not being granted without evidence of greater resourcing.
10. In the recent Management Plan Consultation 79% of respondents rated how the management of the museum collection, archival material and handling and reference collections is to the future of Epping Forest as important or very important,
11. The City of London has several options with regard to museum accreditation
  - i. **Option 1:** Do not approve the attached appendices and take no further action. This would not incur any additional costs for the City of London, but would result in losing the 'Working towards accreditation' status and a loss of funding opportunities. The current store of objects will be retained but this will not be a museum collection with the associated benefits. This option is therefore **not recommended**.
  - ii. **Option 2:** Approve some but not all appendices and delegate to the Chairman and Deputy Chairman in consultation to the Superintendent of Epping Forest any revisions recommended so that officers may make timely submission to Arts Council England to meet the requirements of the deadline given. This option is not **recommended** as it will delay the implementation of the policies to guide

management of the museum and may result in missing the final deadline for the submission.

- iii. **Option 3:** Approve the attached appendices. This course of action will allow a timely submission to Arts Council England, and immediate implementation of good practice in management of The View (Epping Forest Collection). This option is therefore **recommended**.

## Proposals

- 12. Following approval by this Committee, the appendices, as core documents for managing the collection, will be submitted to Arts Council England as part of our submission for museum accreditation in 2016.
- 13. Successfully achieving and continuing to retain museum accreditation will allow the museum to apply for funding open only to accredited museums as well as access to museum loan schemes
- 14. Staff have already successfully used the 'working towards' status to successfully gain museum retail training. Similar free or subsidised training for staff and volunteers will be available if museum accreditation is achieved.

## Corporate & Strategic Implications

- 15. **Open Spaces Department Business Plan 2014 – 2017:** Pursuing museum accreditation meets the Departmental Strategic Objective of "Improving our use of resources through increased income generation", as well as meeting one of the objectives associated with the Department Value of 'Quality': "We will participate in schemes which measure and benchmark our quality".

## Implications

- 16. **Financial:** All costs will be met within local risk budget.
- 17. There will be minor costs for museum specific stationery costs, collections care and limited additional hours for staff and casual employees to help supervise museum volunteers and work on museum documentation.
- 18. Improvements to the Visitor Services Store are required to improve storage conditions and security for retail stock, events equipment and museum objects to prevent water ingress, damage from vermin and control cement dust from the floor. This has already been identified as a necessary building improvement and will be met within existing budgets
- 19. Achieving accreditation would open possible funding streams, as and when these are offered: for example the Arts Council England Museum Resilience Fund or Small Grants Scheme and Museum of London Collections Grants
- 20. Additional acquisitions will be met within existing local risk budget or through donations but are not a requirement of Museum accreditation. Full Accreditation will also give confidence to donors who may be considering donating objects relating to Epping Forest for inclusion in the collection.
- 21. There is currently no charge from Arts Council England for participating in the accreditation scheme, including the available training.

22. **Property:** There are no substantive or long term property expenses or implications from operating The View and associated sites and the Saw Mill as museum premises over and above their visitor centre and services operation. Any additional costs will be met from the local risk budget.
23. **Legal:** The Governance Statement lays out the existing governance of The View (Epping Forest Collection) within the context of the structure, governance and management of Epping Forest as a whole for the clarification of the management of the collection and submission of an application to Arts Council England for museum accreditation.
24. The implementation of SPECTRUM, the museum industry standard for collections management, defining agreed procedures and data requirements for: object entry, acquisition, location and movement control; object exit; loans and loans in, will reduce risk of legal dispute over the ownership of museum objects accepted by The View (Epping Forest Collection).

## Conclusion

25. Approval of the appendices comprising Statements, Plans and Policies is required for Museum Accreditation. Submitting an application for full accreditation before May 2016 would help to secure the long-term future of the museum collection at Epping Forest and the benefits of funding opportunities, guidance and free training that the museum have enjoyed from the 'working towards Accreditation' status.

## Appendices

|            |                                     |
|------------|-------------------------------------|
| Appendix 1 | Governance Statement                |
| Appendix 2 | Forward Plan                        |
| Appendix 3 | Environmental Sustainability Policy |
| Appendix 4 | Collections Development Policy      |
| Appendix 5 | Documentation Policy and Plan       |
| Appendix 6 | Care and Conservation Policy        |
| Appendix 7 | Access Policy                       |

## Background Papers

SEF 13/15 Epping Forest & Commons Committee Report: Museum accreditation for The View

SEF 28/14 Epping Forest & Commons Committee Report: Epping Forest Historic Environment Policy

SEF 47/03 Epping Forest & Open Spaces Committee Report: Epping Forest Museum Status

SEF 13/93 Epping Forest & Open Spaces Committee Report: Queen Elizabeth's Hunting Lodge: Proposed Registration with Museums & Galleries Commission

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# Governance Statement

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**Name of museum:** The View (Epping Forest Collection)

**Name of governing body:** Epping Forest and Commons Committee on behalf of The City of London Corporation: Conservators of Epping Forest

**This Statement was approved by the governing body:** 26 January 2016 (tbc)

## Introduction

A governing document is defined in Accreditation Guidance as 'a document defining the mission, purpose and remit of an organization. An example would be a charitable constitution such as a Deed of Trust, or the Memorandum and Articles of an incorporated charitable company.'

This document lays out the Statement of Purpose and Vision, and the governance, of The View (Epping Forest Collection), the museum collection for Epping Forest and links it to the governance of Epping Forest.

Epping Forest is managed within the Open Spaces Department, City of London Corporation and as registered charity, Epping Forest, Charity Number 232990.

## Background

The governance of The View (Epping Forest Collection), as museum, is not explicitly mentioned in the governing documents of Epping Forest though the Epping Forest Act 1878, Section 8 makes mention of the preservation and maintenance of Queen Elizabeth's Hunting Lodge as an object of public and antiquarian interest, and of the preservation of ancient remains, including Ambresbury Banks and Purlieu Bank. Objects from the museum collection were exhibited prior to the opening of The View in Queen Elizabeth's Hunting Lodge and excavated material from Ambresbury Banks, and other ancient sites, are held within the The View (Epping Forest Collection).

The management body which ratifies policy and decisions relating to the Museum Collection is the **Epping Forest & Commons Committee (EFCC)**.

The Epping Forest Act of 1878 authorises such a committee to exercise the powers and discretion which the Conservators are empowered to exercise by the Act in section 31 (1). This committee is confirmed as the EFCC by the committee terms of reference, reviewed annually by the City of London.

The Epping Forest and Commons Committee's authority to act as governing body of The View (Epping Forest Collection) is derived from its delegated authority for Epping Forest as a whole and has been exercised by its approval of reports relating to the function of the museum on various dates including 24 March 1993 (SEF 13/93), 9 March 2015 (SEF 13/15).

The EFCC committee grants the right to the **Forest Centres Officer: Heritage and Interpretation** to oversee everyday decisions regarding the care of the collection. All disposals from The View (Epping Forest Collection) must be approved by the EFCC.

## The View (Epping Collection) Statement of Purpose

The View (Epping Forest Collection) seeks to illuminate the past and present of Epping Forest and the surrounding area for those who live in, work in or visit the Forest by

encouraging access to a collection that records, interprets and celebrates the lives of the people who have lived in, worked in, and managed Epping Forest.

In doing so, it seeks not only to increase knowledge, understanding and enjoyment of Epping Forest but also to shape the future of the area.

### **The View (Epping Collection) Vision**

The View (Epping Forest Collection) illuminates the past and present of Epping Forest for all.

### **Structure, Governance and Management of Epping Forest, Charity Number 23290**

The governing document

The governing documents are the Epping Forest Acts 1878 and 1880 as amended. The charity is constituted as a charitable trust.

Trustee Selection methods

The Mayor, Commonalty and Citizens of London known as the City of London Corporation is the Trustee of Epping Forest. Elected Aldermen and Members of the City of London Corporation are appointed to the committee, together with four Verderers - locally elected by Epping Forest Commoners - governing Epping Forest for the Court of Common Council of the City of London Corporation.

Policies and procedures for the appointment, induction and training of Trustees

The City of London Corporation makes available to its Members seminars and briefings on various aspects of the City's activities, including those concerning Epping Forest, as it considers necessary to enable the Members to efficiently carry out their duties.

### **Objectives and Activities for the Public Benefit of Epping Forest, Charity Number 23290**

The Trustee has due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

The purpose of the charity is the preservation of Epping Forest in perpetuity by the City of London Corporation as the Conservators of Epping Forest, as an Open Space for the recreation and enjoyment of the public. The Open Space consists of the lands known as Epping Forest including Wanstead Park and Highams Park in Essex. Various buffer lands have been acquired by the City Corporation around the edges of Epping Forest.

This charity is operated as part of the City of London Corporation's City's Cash. The City of London Corporation is committed to fund the ongoing net operational costs of the charity in accordance with the purpose which is the preservation of Epping Forest in perpetuity by the City of London Corporation as the Conservators of Epping Forest, as an Open Space for the recreation and enjoyment of the public.

### **Terms of Reference of the Epping Forest and Commons Committee**

To be responsible, having regard to the overall policy laid down by the Open Spaces, City Gardens & West Ham Park Committee, for:-

(a) exercising of the powers and duties of the Court of Common Council as Conservators of Epping Forest (registered charity no. 232990) and the various additional lands which have been acquired to protect the Forest in accordance, where appropriate, with the Epping Forest Acts 1878 and 1880 (as amended) and all other relevant legislation.

(b) the ownership and management of the following open spaces in accordance with the provisions of the Corporation of London Open Spaces Act 1878:

Coulsdon and other Commons (registered charity no. 232989), the other Commons being Kenley Common,

Farthing Downs and Riddlesdown

West Wickham Common and Spring Park (registered charity no. 232988)

Ashtead Common (registered charity no. 1051510)

Burnham Beeches and Stoke Common (registered charity no. 232987)

(c) appointing such Consultative Committees as are considered necessary for the better performance of its duties including an,

Ashtead Common Consultative Committee

Burnham Beeches Consultative Committee

City Commons Consultative Committee

Epping Forest Centre Joint Consultative Committee

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# Forward Plan 2016 – 2019

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**Name of museum:** The View (Epping Forest Collection)

**Name of governing body:** Epping Forest and Commons Committee on behalf of The City of London Corporation: Conservators of Epping Forest

**This policy was approved by the governing body:** 26 January 2016

**This policy is due for review:** annually

**This policy is due for renewal:** 25 January 2021

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## **About this Forward Plan**

This Forward Plan explains the current situation of The View (Epping Forest Collection) together with what we are looking to achieve over the coming three years. It identifies the current strengths, weaknesses, opportunities and threats and sets priorities for future development.

The Plan covers a three year planning period 1 April 2016 to 31 March 2019 and is due for renewal in on 1 April 2019. There will be an annual review of achievement of the Forward Plan each year by the Forest Centres' Officer. Specific objectives and budgets may change within the year.

This document replaces the previous Forward Plan, approved in 2003 and revised in 2011. It reviews the previous action plan from 2012 and sets out new aims and objectives for Epping Forest Collection.

### **Statement of Purpose**

The View (Epping Forest Collection) seeks to illuminate the past and present of Epping Forest and the surrounding area for those who live in, work in or visit the Forest by encouraging access to a collection that records, interprets and celebrates the lives of the people who have lived in, worked in, and managed Epping Forest.

In doing so, it seeks not only to increase knowledge, understanding and enjoyment of Epping Forest but also to shape the future of the area.

### **Vision**

The View (Epping Forest Collection) illuminates the past and present of Epping Forest for all.

### **The Museum**

The View (Epping Forest Collection) is displayed at The View, 6 Rangers Road, Chingford, E4 7QH. The View functions as the primary visitor centre for Epping Forest, a 6000 acre green space and ancient forest, preserved and managed by the City of London Corporation.

The View operates as a museum with a permanent exhibition spread across the two floors of the building. Facilities at The View include a Community Room available for events, learning space and hire, a shop, a temporary exhibition room, a courtyard and a fenced green space in which is sited Queen Elizabeth's Hunting Lodge and Butler's Retreat, a historic café offering refreshments.

The View was opened in July 2012, a conversion and extension of pre-existing offices and store in a 20<sup>th</sup> century stable and coach house complex around a stable courtyard. Queen Elizabeth's Hunting Lodge, dating from 1543, has been open to the public since the late 19<sup>th</sup> century and has displayed a selection of historic items relating to Epping Forest since that period.

In this document, The View (Epping Forest Collection) will be henceforth referred to as The View EFC. The View is the name of the building on signage, postal address and publicity and as such is generally used by the public and staff of the visitor centre housing the museum collection.

The View is open to the public 10am– 5pm, 6 days a week (closed Mondays).

### **Associated sites**

There are associated sites in Epping Forest owned and operated by the City of London Corporation in which items of the collection are sometimes displayed in temporary exhibitions.

These sites are:

Queen Elizabeth's Hunting Lodge, Rangers Road, Chingford, E4 7QH

High Beach Forest Centre, High Beach, Essex, IG10 4AE

The Temple, Wanstead Park, Wanstead, London, E11 2LT

High Beach Visitor Centre is (2015-2016) managed by the Friends of Epping Forest and currently is not displaying objects from the museum collection.

### **Museum store**

The museum store is at The Sawmill Visitor Services store, The Warren, Loughton, Essex, IG10 4RW. The Warren is the general administrative base for Epping Forest and about one mile away from The View.

### **Associated collections**

A Handling Collection and Reference Collection are maintained alongside but separate from the museum collection.



## Review of the previous Forward Plan

Following the opening of The View in 2012, many of the aims in the 2003 Forward Plan became redundant. A separate Action Plan was developed in 2011. This is reviewed below.

| Objective  | Date to be achieved by | Review   |
|--|------------------------|--|
| Establish electronic records for museum collection.  | 30/6/2012              | Achieved 31/12/2012 Electronic collections management system eHive purchased and the majority of objects entered into catalogue.   |
| Establish a Heritage & Interpretation team from front of house staff with Forest Centres Officer with clearer H&I role as curator of Museum Collection | 2/7/2012               | Achieved 12/07/2012  |
| Establish a volunteer team to assist with museum cataloguing.  | 2/7/2012               | Ongoing. One existing collections volunteer who assists with cataloguing and collections documentation. Further recruitment ongoing.   |
| Complete archiving project with London Metropolitan Archive  | 2/7/2012               | Achieved. LMA project completed on 31/12/2014  |
| Selection of museum objects on permanent display at The View   | 30/7/2012              | Achieved 12/07/2012.   |
| Selection of museum objects on temporary display at The View   | 30/9/2012              | Achieved. Three evening events using museum objects as focal point, Queen Victoria exhibition in April-June 2013 and repeated at The Temple Spring 2014.   |
| Curiosity Cabinet in View to display museum objects 'in store' to public.  | 30/9/2012              | Achieved (10/07/2015) with additional funding from the City of London Historical Society.  |
| Displays at Temple and High Beach Visitor Centre with appropriate environmental conditions and interpretation.   | 30/9/2012              | Partly achieved. Objects on display at High Beach treated for pest infestation, but following handover of High Beach Visitor Centre to Friends of Epping Forest volunteers, no new display/interpretation developed.<br><br>Displays at The Temple refreshed and environmental monitoring procedures in place. |

|   |           |   |
|---|-----------|---|
| To improve basic safety conditions of the Museum store.   | 30/1/2013 | Ongoing. Some progress has been made in environmental conditions through cleaning and tidying. Shelving, labelling and location information issues are progressing with installation of new cabinets.   |
| Work space for staff and volunteers in place to facilitate work on museum documentation.  | 31/3/2013 | Achieved. Laptops purchased and wireless connection is available in the temporary exhibition room. Other desk space available. Laptops may be used in Saw Mill store.   |
| Staff and volunteers able to implement basic museum procedures to assist with documentation   | 31/3/2013 | Ongoing. Procedural manual under development. Staff and volunteer have had initial training in the use of entry and exit forms.   |
| Staff and volunteers working on documentation   | 31/3/2013 | HIA team created from existing staff members but priority needs of front of house responsibilities resulted in little time allocated to documentation and care of the collection. Visitor Services Intern post for 6 months assisted progress. Staff departures and frozen vacancies March to July 2015 have severely limited work on documentation. Review of staff structure and front of house rota 2015-2016. |
| To arrange all museum object crates in cataloguing order and tick off against Accessions register.  | 30/6/2013 | Inventory process ongoing.  |
| All objects physically held in museum to either have unique Accession number or Temporary number.   | 30/6/2013 | Inventory process ongoing.  |
| To introduce a disaster plan for the collection.  | 30/6/2013 | Ongoing. Emergency plan under development following consultation with other sections and restructuring of Forest Duty Officer rotas.  |
| Clear criteria for inclusion of all objects held as to whether should be included in a) Museum Collection b) Reference Library c) EF display materials for events and handling boxes. | 30/6/2013 | Achieved. Collections Management Policy developed March 2014.   |

|  |            |  |
|--|------------|--|
| Object entry cards for all Museum objects held.  | 30/6/2013  | Process of tackling documentation backlog ongoing. No new entry cards created for objects already in the museum – efforts instead now focussed on cataloguing on the electronic database and keeping the accessions register up to date. |
| Disposal documentation in place.   | 30/6/2013  | Achieved July 2015. Volunteer completed Exit form and full list of objects transferred to London Metropolitan Archive.   |
| Condition report of each object held electronically and priorities for conservation established.             | 30/6/2013  | Ongoing. Awaiting inventory process.   |
| 'Customer care' aspect of Museum Accreditation achieved with VAQAS awards.                                   | Ongoing    | Achieved (2013, 2014, 2015). VAQAS held for The View/Queen Elizabeth's Hunting Lodge and The Temple.   |
| Museum Accreditation applied for within 18 months of full public opening of new Centre with museum displays. | 31/12/2013 | Ongoing.   |
| Full electronic cataloguing of whole collection in place.  | 31/12/2013 | Inventory process ongoing.   |

## The current situation

### Organisational Structure

The View EFC is managed by Visitor Services, in the Epping Forest section, within the Open Spaces Department of the City of London Corporation. Epping Forest is a registered charity: number 232990.

As part of Epping Forest, The View EFC's governing body is the Epping Forest and Commons Committee on behalf of the Court of Common Council.

The Epping Forest and Commons Committee as governing body approve plans and policies as required. Day to day management of the museum falls within the remit of Epping Forest through a management structure of Superintendent of Epping Forest, Head of Visitor Services, Forest Centres Officers, Information Assistants, Casual Information Assistants and volunteers.

### Staffing

| Role   | Staff | Volunteers |
|--|-------|------------|
| Director of Open Spaces: manages Open Spaces Department.   | 1     | 0          |
| Superintendent of Epping Forest: manages Epping Forest.  | 1     | 0          |
| Head of Visitor Services: manages Visitor Services; visitor centres and sports provision.  | 1     | 0          |
| Forest Centres Officers: manage day-to-day running of The View and the other Forest Centres. Each Officer is responsible for a particular area: Heritage and Interpretation; Retail and Events. Lifelong Learning is managed with Heritage and Interpretation on a temporary basis (2015/16) awaiting structural reorganisation of Open Spaces Learning provision. | 3     | 0          |
| Information Assistants: provide front-of-house services at The View and associated sites as well as holding additional responsibilities with regards to events, exhibitions and administration (part time between 15 and 22 hours average per week)  | 10    | 0          |
| Casual Information Assistants: provide front-of-house cover at The View and associated sites   | 7-10  | 0          |
| Forest Centre Volunteers: provide front-of-house cover at The View and associated sites and specialist responsibilities including museum and archive support, events and learning.<br><br>Museum Mentor (volunteer) provides professional museum advice.   | 0     | 5-12       |
| Info and Communications Officer (part time)  | 1     | 0          |
| Publications officer (part time)   | 1     | 0          |
| Communications Assistant (casual, one day a week)  | 1     | 1          |

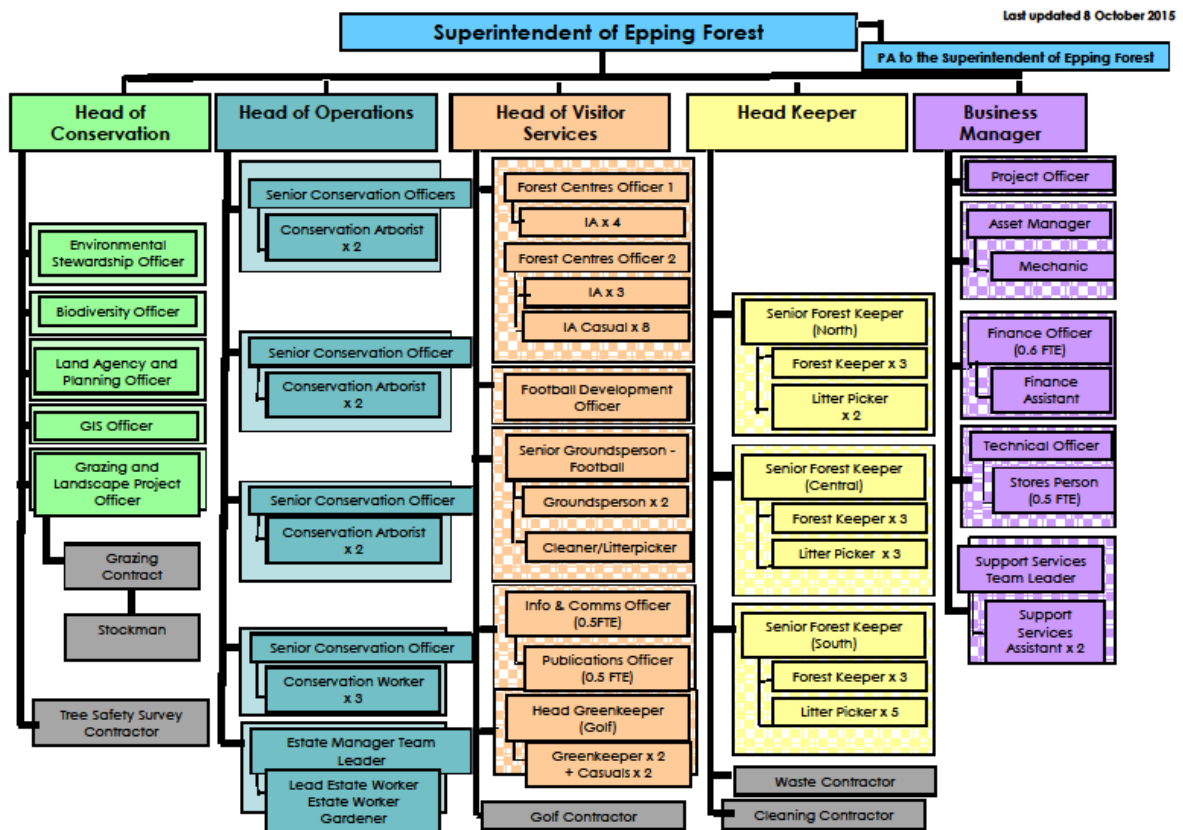
The Information and Communications Officer, Publications Officer and Communications Assistant promote Epping Forest as a whole including The View and associated sites.

The Football Development Officer and groundstaff fall within Visitor Services under the management of the Head of Visitor Services.

High Beach Visitor Centre which currently is not displaying any museum objects is managed by the Friends of Epping Forest volunteers.

The View EFC also has recourse to a network of Epping Forest and City of London staff who provide support, particularly in the areas of administration, HR, IT and finance.

There are currently four vacancies on the Information Assistant team and the Forest Centres Officer: Lifelong Learning is being covered by the Forest Centres Officer: Heritage and Interpretation awaiting review and restructuring 2015-2016. Casual Information Assistants are covering the rota and assisting with events meanwhile.



## The Audience

How many people visit The View and associated sites?

| Year financial | The View Public opening | QEHL Public opening | The Temple Public opening | Children attending School Sessions | Totals |
|----------------|-------------------------|---------------------|---------------------------|------------------------------------|--------|
| 2012/13        | 31828*                  | 27641               | 11553                     |                                    |        |
| 2013/14        | 43684                   | 32063               | 10526                     |                                    |        |
| 2014/15        | 39427                   | 29873               | 9985                      |                                    |        |
| 2015/16**      |                         |                     |                           |                                    |        |

\*The View opens to the public 12 July 2012

\*\*Figures to 30 October 2015

### What is the pattern of visits?

Public opening: There are higher visitor counts at weekends with typically higher Sunday figures than Saturday. Weekdays show a lower level of visits with variability as much dependent on the weather as the day of the week as many people link a visit to The View with a walk in Epping Forest itself. For the same reason there is seasonal variation with higher visitor counts from Easter to mid-October than during the winter and early spring months Visitor counts are higher during school holidays as we attract a good proportion of families with school age children, both parents, and often grandparents, bringing Primary School age children out for the day.

Events and the initial opening of exhibitions attract more visitors.

A similar pattern of visitor levels occurs at The Temple though counts are more affected by poor weather as the building is situated within Wanstead Park in which there is road access for registered disabled users only.

Across the day, visitors arrive mid-morning or after. In the summer and autumn months when the weather is fine, we have noted a pattern of late visiting after 4.00pm after people have been out in the Forest.

School groups: there is more demand for school groups to visit The View and Queen Elizabeth's Hunting Lodge joint site in the Autumn and Summer Terms. There are fewer school visits between January and Easter.

### Age profile

As visitor counts are collected via both electronic counts and manual tallies we do not generally collect adult/child counts on a daily basis. By observation, more visitors come in family groups during the school holidays; more adult only groups in the non-holiday weekdays. We record adult/child ratios for some events and have noted that even for family events the ration is likely to be 3:1 adult:child. During the week in particular we receive informal visits by groups of ramblers, mainly adult over 65 years and more occasional unbooked group visits from special schools and special needs groups from schools and colleges in the age range 16-19 years.

We are in the process of aligning age categories for all evaluation to those used in the Epping Forest Visitor Survey: 5-15 years; 16-19 years; 20-44 years; 45-64 years; over 65 years.

School groups are predominantly Key Stage 2 with some Key Stage 1, reflecting the current 2 formal sessions offered. We also meet occasional demand for Key Stage 3 sessions, usually Year 7. We have some mixed age range groups of home-schooled children and requests for sessions from uniformed groups like the Scouts and Guides.

### **Ethnicity**

The Epping Forest Visitor Survey groups ethnicities as: White; Mixed; Asian/British Asian; Black/Black British; Chinese/East Asian); other. We are in the process of aligning these categories for all evaluation. Users self-select ethnic group on questionnaires. In evaluating events, we also note ethnic diversity through observation. Visitor ethnicity to The View reflects the ethnic diversity of the area within 2/3 miles of the centre, that is Chingford and Loughton but generally does not reflect the more diverse ethnicity of a wider 5 mile range including Walthamstow and Leytonstone. Events such as Black Tudors exhibition and art weekend attracted a disproportionate number of black visitors (by observation).

### **Nationality and second language.**

We do not collect quantitative data on nationality or residency. By observation and interaction, we are visited by EC visitors including East Europeans, as well as visitors from the US, South Africa and other areas. Since the opening of a Premier Inn next door, we have seen an increased, though small, number of weekend break visitors, both UK and from abroad, attracted to the area because of its easy 15-minute train link to Central London.

We include a question on first and other languages in our Exit survey.

### **Frequency of visits**

A majority of our visitors have visited The View or adjacent Queen Elizabeth's Hunting Lodge before and are Epping Forest users. A half term event loyalty scheme identified that about two thirds of children signing up to each event were first time attenders with about one third repeat visitors.

### **Distance travelled and how users reached The View**

The majority of visitors to The View live within 5 miles of either The View or part of Epping Forest. A smaller number, perhaps 5% are from wider London or beyond, including guests of local visitors.

We estimate, building on data from various evaluation forms, that Visitors reach The View about 60% by car, 35% by foot, about 5% by public transport, either train or bus to Chingford, about 5 minutes' walk from The View.

### **How they found out about The View**

People find out about The View largely through word of mouth (long established Forest users), website, our publications like the Events Diary and Forest Focus which are available at local libraries, online and other sites. People coming to events are informed by the same media channels. We have found posters on Epping Forest notice boards an effective way of advertising events. A small number of visitors cite having seen adverts or listings in the local press or have come because of social media. The adjacent Queen Elizabeth's Hunting Lodge - The View is perceived as an extension to some extent in public thinking - has been open to the public since the 1880s so is well established as a familiar landmark locally though comments along the lines of 'I've been meaning to visit for twenty years' are not uncommon.

## Who visits and what are they hoping to see and do

A pilot Audience Segmentation Project categorizing visitors by their core reason for visiting Epping Forest, The View or a particular event, identified that people came to events predominantly for social reasons, out of loyalty to Epping Forest, and to 'while away' leisure time. This project is in abeyance awaiting Open Spaces' development of an audience segmentation framework applicable to all Open Spaces sites.

## Learning and Discovery Experiences

The View and associated sites offer a minimum of seven styles of learning and discovery experience. Two or more experiences on any day are available to the visitor.

Public opening giving access to permanent displays and interpretation

Temporary exhibitions

Events focused on heritage themes and collections

Events to draw in new users through charged larger scale events

Events to attract a more diverse audience

School Sessions

Adult group tours

All experiences, whether charged or free entry, include free elements to avoid financial barriers to access.

All experiences are designed to include elements that are appropriate to users with special needs. At different times for different events and during public access we offer large print, hearing loop, sensory experiences, braille, BSL, hands-on activities.

## Local competing attractions

Competing attractions include the William Morris Gallery, Walthamstow, London Borough of Waltham Forest, refurbished in 2012 to great acclaim and with a café, garden, park and playground and Valentines House in Ilford, London Borough of Redbridge, an historic house with similar provision. The View users also have the option of travelling into central London by a variety of public transport means (underground and overground trains, bus) where there myriad options of museums and cultural attractions, large and small, as well as open spaces with heritage value. Anecdotally, some of our visitors also visit or are familiar with these attraction but generally see The View and Epping Forest, as a joint attraction, as something unique and 'on their doorstep'. Comments from visitors from wider afield cluster around the idea of 'hidden gem'.

## What do visitors like and dislike

Evaluation suggests that visitors most like:

Special events, activities, live music, children's craft events.

Art exhibitions

New improved shop stock

Hands on activities like Tudor dressing up at Queen Elizabeth's Hunting Lodge

Welcoming, friendly and knowledgeable staff

Interesting and varied displays with something for everyone.

Many visitors would like to see more events, advise that we advertise more, would like to see more provision for younger children at The View.



## Are we perceived as offering good value?

The View is perceived as good value: it is free. Many people are unaware that Epping Forest and The View are managed by the City of London Corporation, some are aware that it is also a registered charity.

There is a local perception that free use is an entitlement because Queen Victoria gave 'the People's Forest' to them. Donations are more generously given at Queen Elizabeth's Hunting Lodge than at The View or The Temple.

People predominantly feel they get value for money at the shop. There is some resistance to paying a small charge for events such as half term events which prior to 2015 were free but £5 for a pre-school session, £6.50 for pumpkin carving and £15 for evening craft or heritage evenings have been perceived as acceptable and the majority of events have been well booked in advance.

Refreshments are provided by the adjacent Butler's Retreat, a historic building on The View site, operated by local provider, The Larder. Butler's is popular, particularly for its outside seating provision, but we receive comment that some visitors perceive it as expensive compared to what are seen as the traditional Epping Forest tea huts and kiosks situated at various distances from The View.

Venue hire bookings in the Community Room are perceived as good value. We introduced charges for school sessions (£99 for state schools, £129 for independent schools) in September 2015 with the offer of booking the Community Room for schools to picnic in. There has been no adverse comment from schools.

## Which groups are under-represented?

The Audience Segmentation Project identified a group we call Forest Functionals who visit Epping Forest for specific activities including dog walking, horse riding, playing football, playing golf. The idea is that this group have a very specific idea of intended use and expect to have full availability to pursue their activity in the Forest (for free). Users include for example professional dog walkers as well as people walking their own dog. Although evaluation at The View suggests that many of these individuals also visit The View, often in a different context such as with families or friends, there is a large discrepancy in numbers between the number of estimated Forest users (around 4 million per annum) and View visitors (about 40,000).

Following categories used in the Epping Forest Visitor Survey, and compared to a local population:

The most under-represented age group is 16-19.

The most under-represented ethnicities are:

Asian/British Asian, Black/Black British, Chinese/East Asian.

## Perceived barriers

The View and associated sites cannot offer what many what many Forest Functionals or Forest Loyalists (in Audience Segmentation terms) largely want: an outdoor experience. The Forest provides that: they don't need to come inside. They perceive themselves as knowing about the Forest and as long as they can continue to undertake their activities they generally do not need to visit The View to deepen their understanding. Horse Riders are required to visit The View a minimum of once a year to purchase their Horse Riding License but by observation, the majority visit with that specific end in view and are not diverted to a wider enjoyment of the site.

Visitors from the 16-19 year age group do not see The View as a place to visit of their own volition, or to recommend as a destination to their peer group. For many it is a place associated, often very happily, with family visits or school visits when they were 5-15 or younger. Some do visit with their families and enjoy the experience and even

add to the comments books with such age-related expressions of approval as 'awesome'.

We receive fewer visits from BME groups than a 5 mile radius demographic would suggest, but are representative of the immediate locality. Use of open spaces by BME groups is a wider issue and one which reflects on the range of visitors to The View as the visitor centre and museum of an open space. Events are grouped around seasonal and traditional Christian festivities like Easter and Christmas. Butler's Retreat does not offer Halal food.

Expense is not a barrier as entrance and the majority of events are free and requests to donate are by donation box rather than pressured. The most popular paid bookable events such as the Christmas Grotto weekend sell out extremely quickly to a wide diversity of families with children in the under 10 age group. There is free car parking to The View. There is a price range of refreshments available nearby from Butler's Retreat to a Brewer's Fayre pub next door. Picnicking in the grounds and on adjacent Forest land is welcomed and popular in the summer and is available freely to all. Forest byelaws allow the day time erection of small gazebos on Forest. This is a popular and cost effective option for large social groups in the summer.

### **Access**

We are guided by our Access Policy Statement and committed to enabling the widest possible access, both physical and intellectual to The View.

Travel to The View is well provided for with free car parking, bicycle racks, a nearby bus and train station and residential areas both within walking distance or short car or bicycle journey.

The View is fully accessible to users with a mobility impairment. A lift allows wheel chair users, people with buggies or those with limited mobility get to enjoy the first floor which includes the option of an open air balcony giving views over the Forest to give an idea of the view from the Queen Elizabeth's Hunting Lodge (stair only access to the upper floors).

### **Consultation and an analysis of views**

We consult with users and non-users through a variety of means about their experience of The View.

We have consulted with staff and volunteers about a draft version of this Forward Plan.

The following are some channels of evaluation that we use.

Visitor Books: we print out and make available for free public comment Visitor Book sheets during general opening and at many events. Visitors are invited to add comments and leave their email addresses and postcodes if they wish.

- Two thirds of comments are non-specific positive using terms such as: interesting; entertaining, enjoyable, well done.
- About one in ten praise the welcome, knowledge, helpfulness of front of house staff.
- Visitors comment more on things they can do (dressing up, drawing, playing with toys) than specifically on the displays or objects.
- There are some negative comments regarding wider Epping Forest issues, difficulty of reading some texts, lack of publicity and signage.

Events Visitor Books and questionnaires: we print out sheets and make them available for visitors to events and exhibitions to self-select whether they comment and what

they comment on. Visitors may leave email contact addresses and postcodes if they wish. We also offer questionnaires and invite people to complete them by self-selection or by staff member with clipboard.

- Overwhelmingly positive comment praising knowledge and welcoming manner of staff, enjoyment and entertainment value, new things learnt, desire for more events.
- Some occasional negative complaint along the lines 'it would be better if free'.

School group evaluation: Teachers are asked to complete an evaluation sheet for every session. We have trialed collecting children's opinions by inviting them to drop tokens into a containers marked with happy, neutral or sad faces to indicate how much they enjoyed the session.

- Teachers comments overwhelming give good or very good for delivery, level, relevance of the sessions.
- Children generally indicated 'happy faces'. We found this method of evaluation too unreliable as children also enjoyed mischievously posting their tokens or posting them in a clearly random manner.

Management Plan Consultation: a major public consultation was held in the summer of 2015 concerning all aspects of the management of Epping Forest drawn from its foundational document, the Epping Forest Act 1878. Staff and volunteers took a roadshow exhibition and flyers to sites beyond the Forest to engage non-users. People were invited to register and so complete either all sections or just those aspects of the Consultation that were of most interest to them as dog walkers, cyclists, horse riders, heritage and museum users and more. Heritage questions included the management of Iron Age forts in the Forest, heritage buildings and The View EFC. Staff and volunteers were also invited to contribute to this Consultation.

- There were 78 responses to Section 5.4 Managing the Museum Collection and Archives. In response to the question: How important do you think managing the museum collection, archival material and handling and reference collections is to the future of Epping Forest: 79% rated it as Important or Very Important and broadly agreed with proposals to achieve Accreditation and make the collections available to all.
- Respondents generally wanted objects in the collection to be on display and catalogues and material to be 'open to all'.
- There was some concern that managing a museum collection would divert finances away from management of Epping Forest itself.

Epping Forest Staff and volunteer consultation on The View EFC and themes from the Forward Plan: we offered an online consultation in June 2014 with paper copies available to Epping Forest staff and volunteers. The results showed that:

- all were aware that The View constituted a museum collection but one third to a half did not know how to find out more about objects.
- One third had been approached by a member of the public about the museum collection and two thirds said they knew what to do if a member of the public wanted to donate an object.

Epping Forest Visitor Survey: the Epping Forest Visitor Survey designed by Alison Millward Associates has been held annually since 2010 and comprises two elements: a questionnaire and an observational study of actual use by observation of visitors seen

from a number of different walk loops within the Forest. The survey was designed primarily to investigate use of the Forest as an open space but gives data relevant to The View and use of its immediate environs. The View and Queen Elizabeth's Hunting Lodge site was listed as one 15 options (tick three boxes) in response to 'Which areas of the Forest do you usually visit in years 2014 and 2015. Questionnaires and a laptop for online completion were made available at The View. Other questions query frequency of visit, means of travel, perception of accessibility and standard demographic data.

- 24% of 2014 respondents said they visited The View/Queen Elizabeth's Hunting Lodge site.
- The 2014 Observation Survey gave an estimated 4,271,398 visitors to Epping Forest.
- The 2013 and 2014 Observation Survey covered Barn Hoppet, a very high quality area of woodland pasture adjacent to The View. Visits per annum to this area dropped from 177,484 to 137,613 in 2015. The observational loop covered the grassed areas surrounding The View and its refreshment provider, Butler's Retreat. Connaught Water, another area of Forest within 10 minutes' walk of The View is visited by over 330,000 people.
- The Epping Forest Visitor Survey provides data on Epping Forest visitors as a whole. This group comprises the biggest group of potential visitors to The View. Comparison of visit counts for The View against estimates of Forest users as a whole or Forest users within 10 minutes' walk of The View, indicate a large potential audience.

Exit surveys: Exit surveys were introduced in November 2015. Initial analysis indicates that they confirm that visitors felt positive about their visit experience.

- They highlighted welcoming and friendly staff
- particular aspects of the displays that interested them
- showed some reluctance to our bringing change and liked extras like music or activities.
- Postcodes, age groupings and diversity confirm other evaluation conclusions.

### **Sustainability**

We recognize the importance of environmental sustainability in our strategic planning and day to day operation. Our vision is laid out in the Environmental Sustainability Policy.

We monitor our practice through the Open Spaces Sustainability Audit System during which officers from other Open Spaces sites assess our performance against a framework. The View is also assessed independently by Green Tourism.

## SWOT Analysis

| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"> <li>• Unique Forest environment which attracts visitors who may not regularly visit museums.</li> <li>• Part of the City of London – can take advantage of reputation and access to publicity and other departments.</li> <li>• Part of Epping Forest – can take advantage of other sections and non-museum staff.</li> <li>• Regular front of house volunteers providing some operational cover, freeing up some staff to work on heritage projects.</li> <li>• HLF-funded interpretation centre – The View. Tells more of the story of the Forest than before and displays objects from the collection. Rated very good to excellent by visitors.</li> <li>• Temporary exhibition space that can be utilised for heritage, art and other exhibitions.</li> <li>• Newly opened Cabinet of Curiosities acting as an additional display space for objects from the collection.</li> <li>• Opportunities for income generation through shop and venue hire.</li> <li>• Well-rated learning events.</li> <li>• Wide range of events across Forest.</li> <li>• Two historic buildings with a great atmosphere.</li> <li>• The View sits within wider site including Queen Elizabeth's Hunting Lodge, Butler's Retreat attracting visitors looking for half to one day destination.</li> <li>• Within 10 minutes' walk of Forest 'hot spot' Connaught Water.</li> <li>• Within 5 minutes' walking distance of good public transport links to Central London.</li> <li>• Free car parking.</li> <li>• A new Museum Mentor, ensuring professional guidance on museum issues.</li> </ul> | <ul style="list-style-type: none"> <li>• No professional museum staff.</li> <li>• All staff members at The View have other visitor service responsibilities: none dedicated to museum.</li> <li>• All part time Information Assistants means harder to get follow through on delegated tasks.</li> <li>• Existing Information Assistants not recruited for specific heritage and museum experience, skills or interest.</li> <li>• Lack of time resources to recruit, train and manage volunteers from officer-level staff.</li> <li>• Small specific museum budget for spend on collections care.</li> <li>• Inflexibility of permanent display at The View.</li> <li>• Temporary interpretation in Queen Elizabeth's Hunting Lodge and The Temple urgently needs finalising.</li> <li>• Queen Elizabeth's Hunting Lodge needs to double up as venue hire for weddings which limits heritage displays.</li> <li>• No room for expansion on site.</li> <li>• Severe storage and documentation backlog issues.</li> <li>• Visitor Services Saw Mill store not fitted out as museum store: harder to make improvements when in use.</li> <li>• Visitor Services Saw Mill store also provides storage for stock and event equipment.</li> <li>• Visitor Services Saw Mill store also houses Saw Mill machinery.</li> <li>• Lack of brown tourism signs indicating sites.</li> <li>• Little environmental control.</li> <li>• Lack of awareness of the museum collection among wider Epping Forest and City of London staff.</li> <li>• Part of the City of London – a small department within a larger organisation, low in priority and subject to complicated governance.</li> </ul> |

| Opportunities  | Threats  |
|--|--|
| <ul style="list-style-type: none"> <li>• Charging for events as a source of income.</li> <li>• Potential future HLF funding bid for Wanstead Park, which may include The Temple.</li> <li>• Attract visitors from further afield and/or different social backgrounds via improved website, social media and other marketing channels.</li> <li>• Possible vacancies within the Visitor Services team</li> <li>• Pursuing Accreditation – will improve advocacy and open funding streams.</li> <li>• Opportunity to refresh the interpretation in The Temple and Queen Elizabeth's Hunting Lodge, including more museum objects and a stronger narrative.</li> <li>• Partnerships with local organisations and other small museums, including Discover Me.</li> <li>• Participation at Museum of London Learning Team events.</li> <li>• New Open Spaces framework for Learning looking to bring efficiencies of scale, support and expertise from other Open Spaces sites and develop a common pricing structure.</li> <li>• New Open Spaces framework for Events looking to develop common pricing structure and benefit from co-development of events.</li> <li>• New City of London Schools Visits Fund (from November 2015) offers grants to schools visiting for the first time: will encourage new users.</li> </ul> | <ul style="list-style-type: none"> <li>• Budget uncertainty, with the possibility of funding cuts in the next few years.</li> <li>• Generally poor economic climate, with many local authorities making cuts to non-statutory services.</li> <li>• Increased competition for external funding because of funding cuts elsewhere.</li> <li>• Bad weather can heavily influence visitor numbers and retail income due to the location and situation of the Forest Centres.</li> <li>• Lack of suitable environmentally-controlled storage space and security arrangements mean that no high value or sensitive acquisitions can be made.</li> <li>• Competition from local visitor attractions, particularly newly revitalised sites like the William Morris Gallery.</li> </ul> |

## **Key Aims**

Our six key aims provide strategic direction and vision.

AIM 1 To provide and promote the Forest as an open space for 'the recreation and enjoyment of the public' in line with the requirements of the Epping Forest Act 1878.

AIM 2 To attract new audiences and inspire committed visitors, staff and volunteers to use, promote, value and foster advocacy for the Forest as a place of recreational and environmental, social and heritage worth.

AIM 3 To provide facilities, information, ease of access, welcome and understanding to enhance the enjoyment of visitors in person to the Forest in line with financial and environmental sustainability.

AIM 4 To interpret, promote understanding and engagement with the heritage of Epping Forest, its heritage landscapes, sites, historic buildings and the museum collection to all.

AIM 5 To offer learning about the Forest, both formal and informal, to schools, groups, organisations and individuals so that all visitors may use our Forest with confidence, and experience involvement, wellbeing and connection with the Forest.

AIM 6 To preserve, maintain and care for Epping Forest's built heritage, museum collection and other heritage assets in line with good practice and professional standards so that they may be enjoyed and valued by this and future generations.

### **Key challenges facing The View (Epping Forest Collection)**

- Limited staff resources for delegated tasks and projects away from front-of-house for all View functions including Collections Care.
  - Limited officer time to recruit, manage and train volunteers.
  - No professional museum staff.
- 
- Budget uncertainty with likelihood of funding cuts in 2016-2017 and future years.
  - Increased competition for and availability of external funding because of cuts elsewhere
  - Small budget specifically for Collections Care
- 
- Limited space to develop temporary displays.
  - Fixed rather than modular displays at The View make it difficult to refresh on partial basis.
  - Associated sites, Queen Elizabeth's Hunting Lodge and The Temple, limited for museum use because of other uses such as venue hire.
- 
- Storage and documentation backlog issues
  - Issues with environmentally controlled storage space and security arrangements mean that no high value or sensitive acquisitions can be made.
  - Improvements required to Visitor Services Saw Mill store.
- 
- Uncertainty 2016-2017 over formal learning at The View owing to Open Spaces wide restructuring learning provision.
- 
- Signage to The View – brown signs and Epping Forest gateway signs – not in place



## Action Plan 2016-2019

| Objectives  | Action  | Resources required   | Who is responsible   | Completion                      | Performance indicators  |
|---|---|--|--|---------------------------------|---|
| <b>AIM 1 To provide and promote the Forest as an open space for 'the recreation and enjoyment of the public' in line with the requirements of the Epping Forest Act 1878.</b> |   |  |  |                                 |   |
| To welcome visitors with clear signage and information.   | <p>Review signage to and around The View</p> <p>Epping Forest gateway signs in place at The View.</p> <p>Apply Open Spaces new identity to all permanent signage.</p> <p>Apply Open Spaces new identity to all temporary signage and create easy to use templates to cover predicted temporary signage needs.</p> | <p>Head of Visitor Services</p> <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Forest Centres Officer: Events &amp; Retail</p> <p>Publications Officer</p> <p>Information and Communications Officer</p> <p>Projects Officer</p> <p>Local Risk Budget</p> | Head of Visitor Services   | 31/12/16                        | <p>Action Plan for signage in line with financial resources.</p> <p>Gateway signs in place.</p> <p>All signage meets new identity guidelines.</p>   |
| To seek external quality accreditation such as VAQAS, Green Flag and Museum Accreditation.  | <p>Review VAQAS recommendations for 2015 assessment and action improvements.</p> <p>Apply for Green Flag awards.</p> <p>Make Museum Accreditation submission to Arts Council England for The View (Epping Forest Collection)</p>  | <p>Head of Visitor Services</p> <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Forest Centres Officer: Events &amp; Retail</p> <p>Publications Officer</p> <p>Information and Communications Officer</p> <p>Local Risk Budget</p>                         | <p>Head of Visitor Services</p> <p>Head of Visitor Services</p> <p>Forest Centres Officer: Heritage &amp; Interpretation</p> | <p>Ongoing</p> <p>26/5/2016</p> | <p>VAQAS award for individual sites: The View, /Queen Elizabeth's Hunting Lodge and The Temple.</p> <p>VAQAS award for Epping Forest as a whole</p> <p>Green Flag award for Epping Forest as a whole</p> <p>Green Flag Heritage award for heritage sites.</p> <p>Museum Accreditation for The View (Epping Forest Collection)</p> |
| To monitor performance to ensure standards and targets are met.   | <p>Review procedural manuals for day to day operations at The View and associated sites.</p> <p>Hold Performance Development Review meetings with all staff at start of year and review mid-year.</p>   | <p>Forest Centres Officer: Events &amp; Retail</p> <p>All staff with line management responsibilities</p> <p>Head of Visitor Services</p> <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Information Assistants</p> <p>Local Risk Budget</p>              | Head of Visitor Services   | Ongoing                         | <p>Up to date procedural manuals in place for all sites.</p> <p>All staff meet 'good' criteria in PDRs.</p>   |

| Objectives  | Action   | Resources required  | Who is responsible   | Completion                                 | Performance indicators  |
|---|--|---|--|--|---|
| <b>AIM 2 To attract new audiences and inspire committed visitors, staff and volunteers to use, promote, value and foster advocacy for the Forest as a place of recreational and environmental, social and heritage worth.</b> |  |   |  |  |   |
| To increase visitor numbers to The View, associated sites and the Forest.   | Review, update and refresh website.<br><br>Provide a Marketing strategy.<br><br>Provide an Events strategy.  | Head of Visitor Services<br><br>Forest Centres Officer: Heritage & Interpretation<br><br>Forest Centres Officer: Events & Retail<br><br>Publications Officer<br><br>Communications Assistant<br><br>Local Risk Budget | Information and Communications Officer<br><br>Head of Visitor Services                           | Ongoing.<br><br>30/3/2016<br><br>30/3/2016 | Website up to date and showing increased visitor hits.<br><br>Marketing Strategy approved and in place.<br><br>Events Strategy approved and in place. |
| To attract and target new audiences to The View and associated sites and the Forest.  | Attract a wide portfolio of events to take place in the Forest for range of audiences.<br><br>Re brand Forest Focus as visitor brochure with wider circulation to public outlets   | Forest Centres Officers:<br>Local Risk Budget<br><br>Publications and Communications Officers   | Forest Centres Officers  | 30/3/2019<br><br>01/12/2015                | 10,000 print run to public spaces 4x PA   |
| To inform and educate the public about Epping Forest  | Forest Focus published four times a year.<br><br>Two events each year focused on key Forest management themes such as grazing, tree management, deer management.   | Publications Officer<br><br>Forest Centres Officers and Keepers<br><br>Local Risk Budget  | Head of Visitor Services   | Each year.                                 | Forest Focus published and distributed.<br><br>Events delivered, evaluated and reviewed.  |
| To improve the visitor experience and enhance the enjoyment of the Forest   | Recruit volunteers to assist with front of house welcome, guided walks, events and other provision.<br><br>Regularly meet with other Epping Forest Sections who come into direct contact with the public. including the Keepers and Conservation Sections. | Forest Centres Officer: Heritage & Interpretation<br><br>Forest Centres Officer: Events & Retail<br><br>Senior Forest Keepers<br><br>Conservation Section<br><br>Local Risk Budget                                    | Forest Centres Officer: Heritage & Interpretation<br><br>Forest Centres Officer: Events & Retail | Ongoing.                                   | Visitor Services representative attends and contributes to all Section Liaison Meetings.  |
| To generate positive promotion and more extensive media coverage  | Positive, responsive, regular Twitter feed.<br><br>Facebook page.<br><br>Press releases for major or newsworthy events and updates.  | Information and Communications Officer/Twitter Team<br><br>Head of Visitor Services<br><br>Forest Centres Officer: Heritage & Interpretation<br><br>Forest Centres Officer: Events & Retail<br><br>Local Risk Budget  | Information and Communications Officer   | Ongoing.                                   | Increase number of tweets and interactions.   |

| Objectives   | Action   | Resources required  | Who is responsible                      | Completion | Performance indicators  |
|--|--|---|---|------------|---|
| <b>AIM 3 To provide facilities, information, ease of access, welcome and understanding to enhance the enjoyment of visitors in person to the Forest in line with financial and environmental sustainability.</b> |  |   |   |            |   |
| Provide information on services and facilities available in the Forest.  | <p>Hold regular front of house team meetings to ensure all staff aware of updates and key messages.</p> <p>Liaise with Keepers Section to ensure cross Forest working.</p> <p>Ensure web pages are up to date and clear with respect to services, temporary closures and news.</p> <p>Ensure publications are up to date with consistent information of services and facilities.</p> | <p>Head of Visitor Services</p> <p>Forest Centres Officer: Heritage &amp; Interpretation/Forest Centres Officer: Events &amp; Retail</p> <p>Senior Forest Keepers</p> <p>Information and Communications Officer/ Communications Assistant/Publications Officer</p> <p>Resources Team</p> <p>Local Risk Budget</p> | Head of Visitor Services                | Ongoing    | <p>Monthly meetings held and updates minuted and distributed.</p> <p>Visitor Services representative attends and contributes to all Section Liaison Meetings.</p> <p>Web pages and publications are consistent and up-to-date in their information.</p> |
| Provide a range of exhibitions of interest and in accordance with the exhibitions policy.  | <p>Target events on school holidays.</p> <p>Provide a range of events suitable for key audiences.</p>  | <p>Forest Centres Officer: Events &amp; Retail</p> <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Local Risk Budget</p>  | Forest Centres Officer: Events & Retail | Ongoing    | Events delivered, evaluated and reviewed.   |
| Generate income through retail in line with the audiences we wish to attract.  | <p>Source new products seasonally to ensure fresh and exciting ranges.</p> <p>Source fair trade and environmentally sustainable products where available.</p> <p>Ensure retail range appeals to existing users and attracts new audiences.</p>   | <p>Forest Centres Officer: Events &amp; Retail</p> <p>Local Risk Budget</p>   | Forest Centres Officer: Events & Retail | Ongoing    | <p>Income generated from retail meets targets set for each year.</p> <p>Retail range meets criteria of Green Tourism and Visit England assessors.</p>   |
| Retail a range of Forest products such as venison and firewood.  | Liaise with Conservation Team to ensure supply of Forest products.   | <p>Senior Forest Keeper</p> <p>Conservation Team</p> <p>Forest Centres Officer: Events &amp; Retail</p> <p>Local Risk Budget</p>  | Forest Centres Officer: Events & Retail | Ongoing    | Income generated from retail meets targets set for each year.   |
| Generate income through venue hire.  | <p>Wedding brochure.</p> <p>Review charges in line with Open Spaces pricing structure/local competition.</p>   | <p>Forest Centres Officer: Events &amp; Retail</p> <p>Local Risk Budget</p>   | Forest Centres Officer: Events & Retail | Ongoing    | Income generated from venue hire meets targets set for each year.   |
| Maintain the fabric of The View and associated sites, planning for renewal and refurbishment.  | <p>Report defects.</p> <p>Liaise with City Surveyors.</p>  | <p>Information Assistants</p> <p>Forest Centres Officers</p> <p>Assets Manager</p> <p>City Surveyors/Contractors</p>  | Assets Manager                          | Ongoing    | Buildings condition assessed favourably by Visit England assessors.   |

| Objectives   | Action  | Resources required   | Who is responsible  | Completion                 | Performance indicators  |
|--|---|--|---|----------------------------|---|
| <b>AIM 4 To interpret, promote understanding and engagement with the heritage of Epping Forest, its heritage landscapes, sites, historic buildings and the museum collection to all.</b> |   |  |   |                            |   |
| Comply with Users and their Experiences section of Museum Accreditation Framework  | Evaluate events, exhibitions and day to day experience of visitors through Visitor Comment books, questionnaires and other means.<br><br>Provide a range of experiences to meet needs of existing and potential audiences.  | Head of Visitor Services<br><br>Forest Centres Officer: Heritage & Interpretation<br><br>Forest Centres Officer: Events & Retail<br><br>Senior Forest Keepers<br><br>Information Assistants<br><br>Local Risk Budget | Forest Centres Officer: Heritage & Interpretation                                 | Ongoing                    | Achieve Museum Accreditation including approval of this section.  |
| Curate exhibitions in line with Exhibition Policy to promote heritage understanding.   | Provide an Exhibition Policy.<br><br>Curate one exhibition each year to promote heritage understanding.   | Head of Visitor Services<br><br>Forest Centres Officer: Heritage & Interpretation<br><br>Local Risk Budget   | Head of Visitor Services<br><br>Forest Centres Officer: Heritage & Interpretation | 31/3/2016<br><br>Each year | Exhibitions Strategy approved and in place.<br><br>Events delivered, evaluated and reviewed.  |
| Prepare publications, displays, events and learning to enhance and built heritage offer and landscape heritage.  | Offer one article per issue of Forest Focus on a heritage theme.<br><br>Participate in Open House London to promote heritage buildings.   | Forest Centres Officer: Heritage & Interpretation<br><br>Information Assistants<br><br>Risk Budget   | Forest Centres Officer: Heritage & Interpretation                                 | Each year                  | Article offered to editor of Forest Focus.<br><br>Deliver an Open House event at Queen Elizabeth's Hunting Lodge, The View and The Temple each year.                              |
| Capitalise on the heritage features of the Forest to attract new visitors to the Forest and promote the Forest as a whole.   | Offer a guided walk in the Forest on a heritage theme.<br><br>Attend and contribute to the Wanstead Liaison meeting working with external organisations to improve the Wanstead Park offer.<br><br>Attend Heritage Liaison Group.                                 | Forest Centres Officer: Heritage & Interpretation<br><br>Information Assistants<br><br>Environmental Stewardship Officer<br><br>City Surveyors<br><br>Superintendent<br><br>Local Risk Budget                        | Forest Centres Officer: Heritage & Interpretation                                 | Each year<br><br>Ongoing   | Guided walk delivered.<br><br>Attends and contributes regularly to Wanstead Liaison meeting.<br><br>Attends and contributes regularly to Heritage Liaison Group.                  |
| Continue to learn, uncover and increase knowledge of the Forest and its heritage and curate this for the benefit of staff, academics and other interested parties.                       | Invite users to add comments and tag museum objects on ehive.com.<br><br>Recruit volunteer to work on joint Keeper project with London Metropolitan Archive Epping Forest collection.<br><br>Work with partnership organisations to share research on the Forest. | Forest Centres Officer: Heritage & Interpretation<br><br>Information Assistants<br><br>Volunteer<br><br>Friends of Wanstead Parklands<br><br>Local Risk Budget   | Forest Centres Officer: Heritage & Interpretation                                 | Ongoing                    | Ehive promoted through twitter, publications and flyers available at The View<br><br>Database of Forest historic Keepers established<br><br>Shared electronic folder established. |

| Objectives  | Action   | Resources required   | Who is responsible                                | Completion                                     | Performance indicators   |
|---|--|--|---|--|--|
| <b>AIM 5 To offer learning about the Forest, both formal and informal, to schools, groups, organisations and individuals so that all visitors may use our Forest with confidence, and experience involvement, wellbeing and connection with the Forest.</b> |  |  |   |  |  |
| To proactively target schools to access formal learning programmes and online resources.  | <p>Work with City of London School Visits Fund to promote learning services to a new audience</p> <p>Work with Learning Board to develop sessions in line with Open Spaces framework</p> <p>Review online learning resources in light of curriculum changes, new identity format and screen reader requirements</p>            | <p>Head of Visitor Services</p> <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Information Assistants</p> <p>Learning Board</p> <p>Open Spaces learning officers</p> <p>Local Risk Budget</p> | Forest Centres Officer: Heritage & Interpretation | <p>Ongoing</p> <p>Ongoing</p> <p>30/4/2016</p> | <p>New schools access City of London learning at Epping Forest.</p> <p>New sessions on offer to schools for academic year 2016-2017.</p> <p>Online resources available for summer term 2016.</p> |
| To offer a programme of informal learning events targeted at a family audience.   | Informal learning events offered at each of school half terms.   | <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Information Assistants</p> <p>Volunteers</p> <p>Local Risk Budget</p>  | Forest Centres Officer: Heritage & Interpretation | Each year                                      | Three half term learning events delivered, evaluated and reviewed.   |
| To co-ordinate learning across the Forest and work in partnership to create a comprehensive offer appropriately resourced and priced.   | <p>Hold regular meetings with Epping Forest Learning Providers: Field Studies Council, High Beach; Centenary Trust and Suntrap.</p> <p>Promote services of Learning Providers on website and in publications.</p>  | <p>Head of Visitor Services</p> <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Information and Communications Officer/Communications Assistant</p> <p>Local Risk Budget</p>                   | Head of Visitor Services                          | Ongoing  | A minimum of one meeting per year.   |
| To offer guided tours and learning sessions for groups of adults at The View, associated sites and in the Forest.   | <p>Develop charged tours, aimed at range of users, of The View, Queen Elizabeth's Hunting Lodge, The Temple and areas of Forest adjacent to these sites.</p> <p>Use museum objects and archival material as support material for tours.</p> <p>Train and monitor staff and volunteers to deliver to a consistent standard.</p> | <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Information Assistants</p> <p>Volunteers</p> <p>Local Risk Budget</p>  | Forest Centres Officer: Heritage & Interpretation | 31/4/2017                                      | Three tours planned, costed, training in place and on offer through website and publications.  |
| To plan, create and develop learning materials to meet customer demand, Open Spaces and Epping Forest needs.  | <p>Develop and cost Scavenger Bags on a range of themes suitable for informal family learning.</p> <p>Renew and refresh Scavenger Bags in line with season and events programme.</p>   | <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Information Assistants</p> <p>Volunteers</p> <p>Local Risk Budget</p>  | Forest Centres Officer: Heritage & Interpretation | 30/4/2016                                      | <p>Minimum of three bags available for each half term.</p> <p>Material designed for Scavenger Bags adaptable as online learning resources.</p>   |

| Objectives   | Action   | Resources required  | Who is responsible  | Completion                         | Performance indicators   |
|--|--|---|---|------------------------------------|--|
| <b>AIM 6 To preserve, maintain and care for Epping Forest's built heritage, museum collection and other heritage assets in line with good practice and professional standards so that they may be enjoyed and valued by this and future generations.</b> |  |   |   |                                    |  |
| Care of collections  | <p>Saw Mill machinery to be removed from store.</p> <p>Areas of store clearly assigned to retail, events, museum.</p> <p>Improve door access to Visitor Services Saw Mill store to reduce air flow ,ingress of pests, moisture.</p> <p>Get quotation for sealing cement floor of Visitor Services Saw Mill to reduce dust and asses feasibility of temporarily moving collections.</p> | <p>Head of Visitor Services</p> <p>Contractors</p> <p>Assets Manager</p> <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Forest Centres Officer: Events &amp; Retail</p> <p>Local Risk Budget</p> | <p>Forest Centres Officer: Events &amp; Retail</p> <p>Forest Centres Officer: Events &amp; Retail</p> <p>Assets Manager</p> | <p>30/12/2016</p> <p>30/3/2019</p> | <p>Humidity and temperature within recommended parameters.</p> <p>Reduced dust assessed by sweepings.</p>  |
| Enhance cataloguing of all areas of museums collections  | <p>Recruit volunteer(s) to work on documentation..</p> <p>Train front of house staff and casuals.</p> <p>Complete and trial procedural manual.</p> <p>Adress backlog.</p>  | <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Local Risk Budget</p>   | <p>Forest Centres Officer: Heritage &amp; Interpretation</p>  | Ongoing                            | Minimum of one volunteer working on collections 2015-2016  |
| Comply with Collections Care sections of Museum Accreditation Framework  | <p>Accreditation return.</p> <p>Complete Emergency Plan</p>  | <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Head of Visitor Services</p> <p>Museum Mentor</p> <p>Local Risk Budget</p>  | <p>Forest Centres Officer: Heritage &amp; Interpretation</p>  | 26/5/2016                          | Accreditation submission by deadline of 26 May 2016  |
| Collections Rationalization Programme  | <p>Complete inventory.</p> <p>Condition report of all accessioned objects.</p> <p>Assess duplicate items and accession or enter into handling collections according to condition.</p>  | <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Information Assistants</p> <p>Volunteers</p> <p>Local Risk Budget</p>   | <p>Forest Centres Officer: Heritage &amp; Interpretation</p>  | 30/3/19                            | <p>Inventory completed.</p> <p>Condition reports completed.</p> <p>Handling boxes on three key themes established.</p>   |
| Improve housekeeping and monitoring of areas used for museum object display and storage.   | <p>Train staff and volunteers in using monitoring devices and recording information.</p> <p>Monitor compliance with guidelines.</p> <p>Report and remedy defects in buildings or storage cases</p> <p>Offer refresher training on an annual basis.</p>   | <p>Forest Centres Officer: Heritage &amp; Interpretation</p> <p>Information Assistants</p> <p>Volunteers</p> <p>Assets Manager</p> <p>Local Risk Budget</p>   | <p>Forest Centres Officer: Heritage &amp; Interpretation</p>  | 30/3/2016                          | <p>Staff and minimum of one volunteer trained.</p> <p>Tiny Tag records downloaded and saved on H-drive.</p> <p>Defects report and action plan for remedy communicated.</p> <p>Annual refresher training.</p> |

## Resource Plan (financial)

### Introduction to our finances

The City of London Corporation, in 2014-2015 contributed £4,622,644 towards the running costs of Epping Forest, a registered charity 232990. This cost was met from City's Cash. Epping Forest received other income from investments, donations, grants, sales, fees and charges, and rents.

The equivalent sum in 2013-2014 was £4,822,716.

Expenditure for The View (Epping Forest Collection) is met from the Visitor Services budget covering staff salaries, education and learning, exhibitions, events, retail, venue hire and specific museum costs relating to acquisition, conservation and collections care. The shop, venue hire, tickets and session charges for events and learning and donations offset expenditure.

Other costs including maintenance of the buildings, insurances, training, utilities, cleaning services, payroll and Human Resources support are met from either Epping Forest local risk budget or from other City of London Sections such as City Surveyors and Chamberlain's Departments.

In the current year 2015-2016 and previous financial years, Income and Expenditure for Visitor Services was recorded under a range of headings and budget codes relating to previous titles for this section (Information Services, HLF-Coach House, Public Services, Queen Elizabeth's Hunting Lodge, QEHL shop, EF-Information Centre, Visitor Centre, The Temple, EF-City Bridge Trust).

Following an overhaul of our budget codes in 2015, and looking forward to 2016-2017, Visitor Services have allocated the following financial resources to meet the needs of The View EFC's Action Plan.

All codes relate to the operation of The View and associated sites, Queen Elizabeth's Hunting Lodge and The Temple.

### Budget allocation

| COST CENTRE   | Subjective | COST CENTRE DESCRIPTION | DESCRIPTION       | 2016/17 Budget | 2017/18 | 2018/19 |
|---|------------|-------------------------|-------------------|----------------|---------|---------|
| LM060 ALL STAFF COSTS FOR MUSEUM AND COMMUNICATIONS TEAMS |            |                         |                   |                |         |         |
| LM060   | 00101      | EF-Information Service  | Monthly Basic Pay | 324000         | 324000  | 324000  |
| LM060   | 00601      | EF-Information Service  | Monthly Overtime  | 4000           | 4000    | 4000    |

|  |           |   |  |                    |                                  |                                  |
|--|-----------|---|--|--------------------|----------------------------------|----------------------------------|
| LM060  | 0500<br>1 | EF\<br>Informati<br>on<br>Service       | Monthly<br>Superannuation                                    | <b>570<br/>00</b>  | <b>5<br/>7<br/>0<br/>0<br/>0</b> | <b>5<br/>7<br/>0<br/>0<br/>0</b> |
| LM060  | 0650<br>1 | EF\<br>Informati<br>on<br>Service       | Monthly National<br>Insurance                                | <b>270<br/>00</b>  | <b>2<br/>7<br/>0<br/>0<br/>0</b> | <b>2<br/>7<br/>0<br/>0<br/>0</b> |
| LM060  | 2800<br>0 | EF\<br>Informati<br>on<br>Service       | Car Allowances   | <b>100<br/>0</b>   | <b>1<br/>0<br/>0<br/>0</b>       | <b>1<br/>0<br/>0<br/>0</b>       |
|  |           |   |  | <b>413<br/>000</b> | <b>4<br/>1<br/>3<br/>0<br/>0</b> | <b>4<br/>1<br/>3<br/>0<br/>0</b> |
| <b>LM065 MUSEUM AND COLLECTIONS, ACQUISITIONS AND CONSERVATION</b> |           |   |  |                    |                                  |                                  |
| LM065  | 3903<br>6 | EF\<br>Heritage<br>&<br>Informati<br>on | design   | 0                  | 0                                | 0                                |
| LM065  | 3900<br>0 | EF\<br>Heritage<br>&<br>Informati<br>on | professional fees<br>(conservation)                          | 500                | 5<br>0<br>0                      | 5<br>0<br>0                      |
| LM065  | 3000<br>1 | EF\<br>Heritage<br>&<br>Informati<br>on | acquisitions   | 300<br>0           | 3<br>0<br>0<br>0                 | 3<br>0<br>0<br>0                 |
|  |           |   |  | <b>350<br/>0</b>   | <b>3<br/>5<br/>0<br/>0</b>       | <b>3<br/>5<br/>0<br/>0</b>       |
| <b>LM 310 COMMUNICATIONS AND PUBLICITY</b>                         |           |   |  |                    |                                  |                                  |
| LM310  | 0920<br>1 | EF\<br>Public<br>Affairs                | Training<br>Courses/Conference<br>/Trainers Fees<br>Expenses | 100<br>0           | 1<br>0<br>0<br>0                 | 1<br>0<br>0<br>0                 |
| LM310  | 3000<br>1 | EF\<br>Public<br>Affairs                | Equipment (camera)   | 100<br>0           | 1<br>0<br>0<br>0                 | 1<br>0<br>0<br>0                 |
| LM310  | 3020      | EF\<br>Public                           | Materials (external  | 600                | 6<br>0                           | 6<br>0                           |



|                             |           |                                  |  |                   |                                  |                                  |
|-----------------------------|-----------|----------------------------------|--|-------------------|----------------------------------|----------------------------------|
|                             | 0         | Affairs                          | signage)   | 0                 | 0<br>0                           | 0<br>0                           |
| LM310                       | 3021<br>6 | EF\<br>Public<br>Affairs         | Materials<br>Exhibits/Displays/Sig<br>ns                 |                   |                                  |                                  |
| LM310                       | 3700<br>0 | EF\<br>Public<br>Affairs         | Printing & Copying<br>Services (F Focus<br>and leaflets) | 200<br>00         | 2<br>0<br>0<br>0                 | 2<br>0<br>0<br>0                 |
| LM310                       | 3900<br>0 | EF\<br>Public<br>Affairs         | Professional<br>Fees(photography)                        | 200<br>0          | 2<br>0<br>0<br>0                 | 2<br>0<br>0<br>0                 |
| LM310                       | 4000<br>0 | EF\<br>Public<br>Affairs         | Postage/Packing/Fra<br>nking                             |                   |                                  |                                  |
| LM310                       | 4010<br>0 | EF\<br>Public<br>Affairs         | Telephones   |                   |                                  |                                  |
| LM310                       | 4010<br>7 | EF\<br>Public<br>Affairs         | Mobile Phones  | 200<br>0          | 2<br>0<br>0<br>0                 | 2<br>0<br>0<br>0                 |
| LM310                       | 4210<br>0 | EF\<br>Public<br>Affairs         | Hospitality (not<br>training related)                    | 500               | 5<br>0<br>0                      | 5<br>0<br>0                      |
| LM310                       | 4500<br>0 | EF\<br>Public<br>Affairs         | Advertising &<br>Promotion                               | 200<br>0          | 2<br>0<br>0<br>0                 | 2<br>0<br>0<br>0                 |
| LM310                       | 4507<br>0 | EF\<br>Public<br>Affairs         | Publicity (tourism<br>shows etc)                         | 100<br>0          | 1<br>0<br>0<br>0                 | 1<br>0<br>0<br>0                 |
| LM310                       | 6490<br>3 | EF\<br>Public<br>Affairs         | Advertising  | -<br>100<br>0     | -<br>1<br>0<br>0<br>0            | -<br>1<br>0<br>0<br>0            |
|                             |           |                                  |  | <b>345<br/>00</b> | <b>3<br/>4<br/>5<br/>0<br/>0</b> | <b>3<br/>4<br/>5<br/>0<br/>0</b> |
| LM320 HORSE RIDING LICENCES |           |                                  |  |                   |                                  |                                  |
| LM320                       | 3020<br>0 | EF\<br>Horse<br>Riding<br>Scheme | Materials  | 200<br>0          | 2<br>0<br>0<br>0                 | 2<br>0<br>0<br>0                 |

|  |           |  |   |                |                            |                            |
|--|-----------|--|---|----------------|----------------------------|----------------------------|
| LM320  | 6430<br>3 | EF\<br>Horse<br>Riding<br>Scheme                 | Licences/Certificates                         | -<br>160<br>00 | -<br>1<br>6<br>0<br>0<br>0 | -<br>1<br>6<br>0<br>0<br>0 |
|  |           |  |   | -<br>140<br>00 | -<br>1<br>4<br>0<br>0<br>0 | -<br>1<br>4<br>0<br>0<br>0 |
| <b>LM 330 MUSEUM EDUCATION AND DEVELOPMENT</b>           |           |  |   |                |                            |                            |
| LM330  | 3000<br>1 | EF\<br>Educatio<br>n and<br>Learning<br>Events   | Equipment                                     | 300<br>0       | 3<br>0<br>0<br>0           | 3<br>0<br>0<br>0           |
| LM330  | 3020<br>0 | EF\<br>Educatio<br>n and<br>Learning<br>Events   | Materials                                     | 300<br>0       | 3<br>0<br>0<br>0           | 3<br>0<br>0<br>0           |
| LM330  | 6170<br>2 | EF\<br>Educatio<br>n and<br>Learning<br>Events   | Donations                                     |                |                            |                            |
| LM330  | 6460<br>8 | EF\<br>Educatio<br>n and<br>Learning<br>Events   | Income from<br>courses                        | -<br>300<br>0  | -<br>3<br>0<br>0<br>0      | -<br>3<br>0<br>0<br>0      |
| LM330  | 6490<br>9 | EF\<br>Educatio<br>n and<br>Learning<br>Events   | schools income -<br>central                   | 0              | 0                          | 0                          |
|  |           |  |   | 300<br>0       | 3<br>0<br>0<br>0           | 3<br>0<br>0<br>0           |
| <b>LM335 MAJOR MUSEUM INTERPRETATION AND EXHIBITIONS</b> |           |  |   |                |                            |                            |
| LM335  | 2700<br>0 | EF\<br>Exhibitio<br>ns and<br>Interpret<br>ation | Travelling Expenses<br>(not training related) |                |                            |                            |
| LM335  | 3000<br>1 | EF\<br>Exhibitio<br>ns and<br>Interpret<br>ation | Equipment                                     | 300<br>0       | 3<br>0<br>0<br>0           | 3<br>0<br>0<br>0           |

|                                     |           |                                       |                                    |                  |                            |                            |
|-------------------------------------|-----------|---------------------------------------|------------------------------------|------------------|----------------------------|----------------------------|
| LM335                               | 3000<br>2 | EF\<br>Exhibitions and Interpretation | Equipment Maintenance              | 100<br>0         | 1<br>0<br>0<br>0           | 1<br>0<br>0<br>0           |
| LM335                               | 3020<br>0 | EF\<br>Exhibitions and Interpretation | Materials                          | 300              | 3<br>0<br>0                | 3<br>0<br>0                |
| LM335                               | 3150<br>0 | EF\<br>Exhibitions and Interpretation | Books and Publications             | 200<br>0         | 2<br>0<br>0<br>0           | 2<br>0<br>0<br>0           |
| LM335                               | 3900<br>0 | EF\<br>Exhibitions and Interpretation | Professional Fees                  | 200<br>0         | 2<br>0<br>0<br>0           | 2<br>0<br>0<br>0           |
| LM335                               | 4210<br>0 | EF\<br>Exhibitions and Interpretation | Hospitality (not training related) | 200              | 2<br>0<br>0                | 2<br>0<br>0                |
| LM335                               | 6400<br>1 | EF\<br>Exhibitions and Interpretation | Goods, Products and Materials      |                  |                            |                            |
| LM335                               | 6400<br>2 | EF\<br>Exhibitions and Interpretation | Books, Guides and Publications     | 500              | 5<br>0<br>0                | 5<br>0<br>0                |
| LM335                               | 6490<br>9 | EF\<br>Exhibitions and Interpretation | Other                              |                  |                            |                            |
|                                     |           |                                       |                                    | <b>900<br/>0</b> | <b>9<br/>0<br/>0<br/>0</b> | <b>9<br/>0<br/>0<br/>0</b> |
| <b>LM350 GENERAL VISITOR EVENTS</b> |           |                                       |                                    |                  |                            |                            |
| LM350                               | 3000<br>1 | EF\<br>Visitor Events (General)       | Equipment                          | 200<br>0         | 2<br>0<br>0<br>0           | 2<br>0<br>0<br>0           |
| LM350                               | 3000<br>2 | EF\<br>Visitor Events (General)       | Equipment Maintenance              | 100<br>0         | 1<br>0<br>0<br>0           | 1<br>0<br>0<br>0           |

|                                    |           |                                       |                                       |                |                            |                            |
|------------------------------------|-----------|---------------------------------------|---------------------------------------|----------------|----------------------------|----------------------------|
| LM350                              | 3010<br>1 | EF\<br>Visitor<br>Events<br>(General) | Furniture                             | 0              | 0                          | 0                          |
| LM350                              | 3020<br>0 | EF\<br>Visitor<br>Events<br>(General) | Materials                             | 400<br>0       | 4<br>0<br>0<br>0           | 4<br>0<br>0<br>0           |
| LM350                              | 3900<br>0 | EF\<br>Visitor<br>Events<br>(General) | Professional Fees                     | 100<br>0       | 1<br>0<br>0<br>0           | 1<br>0<br>0<br>0           |
| LM350                              | 3900<br>2 | EF\<br>Visitor<br>Events<br>(General) | Entertainment Fees                    | 200<br>0       | 2<br>0<br>0<br>0           | 2<br>0<br>0<br>0           |
| LM350                              | 3901<br>3 | EF\<br>Visitor<br>Events<br>(General) | Licences                              | 200<br>0       | 2<br>0<br>0<br>0           | 2<br>0<br>0<br>0           |
| LM350                              | 6170<br>2 | EF\<br>Visitor<br>Events<br>(General) | Donations                             | -<br>400<br>0  | -<br>4<br>0<br>0<br>0      | -<br>4<br>0<br>0<br>0      |
| LM350                              | 6490<br>9 | EF\<br>Visitor<br>Events<br>(General) | Other                                 | -<br>100<br>00 | -<br>1<br>0<br>0<br>0<br>0 | -<br>1<br>0<br>0<br>0<br>0 |
|                                    |           |                                       |                                       | -<br>200<br>0  | -<br>2<br>0<br>0<br>0      | -<br>2<br>0<br>0<br>0      |
| <b>LM355 ALL SHOP TRANSACTIONS</b> |           |                                       |                                       |                |                            |                            |
| LM355                              | 3000<br>1 | EF\<br>Visitor<br>Centre<br>Shops     | Equipment                             |                |                            |                            |
| LM355                              | 3000<br>2 | EF\<br>Visitor<br>Centre<br>Shops     | Equipment<br>Maintenance              | 0              | 0                          | 0                          |
| LM355                              | 3020<br>0 | EF\<br>Visitor<br>Centre<br>Shops     | general shop stock                    | 900<br>0       | 9<br>0<br>0<br>0           | 9<br>0<br>0<br>0           |
| LM355                              | 3150<br>0 | EF\<br>Visitor<br>Centre<br>Shops     | Books and<br>Publications(non<br>VAT) | 500<br>0       | 5<br>0<br>0<br>0           | 5<br>0<br>0<br>0           |

|                                      |           |                                    |                                   |                              |   |   |
|--------------------------------------|-----------|------------------------------------|-----------------------------------|------------------------------|---|---|
| LM355                                | 3350<br>0 | EF\<br>Visitor<br>Centre<br>Shops  | Animals and<br>Livestock Purchase |                              |   |   |
| LM355                                | 3900<br>0 | EF\<br>Visitor<br>Centre<br>Shops  | Professional Fees                 | 100<br>0                     | 1<br>0<br>0<br>0  | 1<br>0<br>0<br>0  |
| LM355                                | 3900<br>2 | EF\<br>Visitor<br>Centre<br>Shops  | Entertainment Fees                | 100<br>0                     | 1<br>0<br>0<br>0  | 1<br>0<br>0<br>0  |
| LM355                                | 3901<br>9 | EF\<br>Visitor<br>Centre<br>Shops  | Management<br>Fees(FOEF)          | 200<br>0                     | 2<br>0<br>0<br>0  | 2<br>0<br>0<br>0  |
| LM355                                | 6400<br>1 | EF\<br>Visitor<br>Centre<br>Shops  | Goods, Products<br>and Materials  | -<br>140<br>00               | -<br>1<br>4<br>0<br>0<br>0                                    | -<br>1<br>4<br>0<br>0<br>0                                    |
| LM355                                | 6400<br>2 | EF\<br>Visitor<br>Centre<br>Shops  | Books, Guides and<br>Publications | -<br>260<br>00               | -<br>2<br>6<br>0<br>0<br>0                                    | -<br>2<br>6<br>0<br>0<br>0                                    |
| LM355                                | 6460<br>1 | EF\<br>Visitor<br>Centre<br>Shops  | Facilities                        |                              |   |   |
| LM355                                | 6490<br>9 | EF\<br>Visitor<br>Centre<br>Shops  | Other                             |                              |   |   |
|                                      |           |                                    |                                   | -<br><b>220</b><br><b>00</b> | -<br><b>2</b><br><b>2</b><br><b>0</b><br><b>0</b><br><b>0</b> | -<br><b>2</b><br><b>2</b><br><b>0</b><br><b>0</b><br><b>0</b> |
| LM360 TEMPLE EXPENSES                |           |                                    |                                   |                              |   |   |
| LM360                                | 3020<br>0 | EF\<br>Museum<br>s and<br>Heritage | Materials                         | 200<br>0                     | 2<br>0<br>0<br>0  | 2<br>0<br>0<br>0  |
|                                      |           |                                    |                                   | <b>200</b><br><b>0</b>       | <b>2</b><br><b>0</b><br><b>0</b><br><b>0</b>                  | <b>2</b><br><b>0</b><br><b>0</b><br><b>0</b>                  |
| LM365 weddings and private functions |           |                                    |                                   |                              |   |   |

|       |           |  |                                    |                   |                                  |                                  |
|-------|-----------|--|------------------------------------|-------------------|----------------------------------|----------------------------------|
| LM365 | 3150<br>0 | EF\<br>Wedding<br>s and<br>Private<br>Hire | Books and<br>Publications          | 200<br>0          | 2<br>0<br>0<br>0                 | 2<br>0<br>0<br>0                 |
| LM365 | 6400<br>1 | EF\<br>Wedding<br>s and<br>Private<br>Hire | Goods, Products<br>and Materials   |                   |                                  |                                  |
| LM365 | 6400<br>2 | EF\<br>Wedding<br>s and<br>Private<br>Hire | Books, Guides and<br>Publications  |                   |                                  |                                  |
| LM365 | 6490<br>9 | EF\<br>Wedding<br>s and<br>Private<br>Hire | Other                              | -<br>500<br>0     | -<br>5<br>0<br>0<br>0            | -<br>5<br>0<br>0<br>0            |
|       |           |  |                                    | -<br>300<br>0     | -<br>3<br>0<br>0<br>0            | -<br>3<br>0<br>0<br>0            |
|       |           |  | <b>total budget<br/>allocation</b> | <b>110<br/>00</b> | <b>1<br/>1<br/>0<br/>0<br/>0</b> | <b>1<br/>1<br/>0<br/>0<br/>0</b> |



| Cost centre | Subjective | Visitor Events | This is for events, particularly larger scale and ticketed ones not classed as learning and which are more geared to income generation as well as users' needs.   | Income & Expenditure | 2016-2017<br>£ | 2017-2018<br>£ | 2018-2019<br>£ |
|-------------|------------|----------------|---|----------------------|----------------|----------------|----------------|
| LM335       | 30001      | Visitor Events | Equipment (capital) purchase  | Expenditure          | 3000           |                |                |
| LM335       | 30200      | Visitor Events | Materials Purchase General consumables  | Expenditure          | 1000           |                |                |
| LM335       | 31500      | Visitor Events | Books & publications. What's £1000 book expenditure for Events? If this for printing for brochures, flyers, it seems a lot – and should perhaps be Printing 37000 or Promotional material 37066.  | Expenditure          | 1000           |                |                |
| LM335       | 37500      | Visitor Events | What's this for? Is it to do with printing event brochures as above or is it just general office stationery (we've always in the past got that from central ordering from the Warren as do all other sections).   | Expenditure          | 500            |                |                |
| LM335       | 39000      | Visitor Events | Professional Fees   | Expenditure          | 3000           |                |                |
| LM335       | 39002      | Visitor Events | Entertainment Fees  | Expenditure          | 500            |                |                |
| LM335       | 39013      | Visitor Events | Licenses Is some of this licence cost to do with weddings? Temporary event licences are only £25 or so each so this seems a lot. If weddings, wouldn't it be better to have under that Cost Centre so that can be offset by charges?  | Expenditure          | 2000           |                |                |
| LM335       | 40100      | Visitor Events | Telephones (radios)   | Expenditure          | 200            |                |                |
| LM350       | 42000      | Visitor Events | Subsistence (not training related) – don't quite understand why this code? Subsistence would be for for staff refreshments during events? If for providing refreshments for public, would think better to use 42100 as above Hospitality???? Or could it be 31500 Catering/provisions?? | Expenditure          | 1000           |                |                |
| LM350       | 64909      | Visitor Events | Other   | Income               | -15000         |                |                |
| LM350       |            | Visitor Events |   | BALANCE              | -2800          |                |                |



| Cost centre | Subjective | EF Visitor Centres shops     | Shop income and expenditure both stock plus related equipment and consumables.  | Income & Expenditure | 2016-2017<br>£ | 2017-2018<br>£ | 2018-2019<br>£ |
|-------------|------------|------------------------------|---|----------------------|----------------|----------------|----------------|
|             |            |                              |   |                      |                | 1% increase    | 1% increase    |
| LM355       | 30001      | EF Visitor Centres shops     | Equipment (capital) purchase eg Till, credit card machine, shelving units   | Expenditure          |                |                |                |
| LM355       | 30002      | Exhibitions & Interpretation | Equipment maintenance – might you need this for freezer, till, credit card machine repairs?   | Expenditure          | 750            |                |                |
|             | 30200      | EF Visitor Centres shops     | Materials (consumables)Eg bags, slot hooks, labelling for shop???   | Expenditure          |                |                |                |
| LM355       | 30200      | EF Visitor Centres shops     | Materials (shop stock VAT) – should this be a different code? Stock and Sales in an old list is 33000 - links with 39.001<br><br>Materials Purchase General consumables   | Expenditure          | 12000          |                |                |
| LM355       | 31500      | EF Visitor Centres shops     | Books/Publications (shop stock non VAT). Guessing this should be for books we buy in?   | Expenditure          | 4000           |                |                |
| LM355       | 37000      | EF Visitor Centres shops     | Printing (for shop resale eg maps, COL books and guides)  |                      |                |                |                |
| LM355       | 39000      | EF Visitor Centres shops     | Professional Fees (VAQAS). There is also Green Tourism fee and the two public performance PRS and the other one for all Centres. These aren't Shop more than other functions but have to sit somewhere. What does Green Flag come out of? | Expenditure          | 700            |                |                |
| LM355       | 39019      | EF Visitor Centres shops     | Management Fees (vire to EFCT)  | Expenditure          | 2000           |                |                |
| LM355       |            | EF Visitor Centres shops     | Goods, Products and Materials (VAT)   | Income               | -12000         |                |                |
| LM355       |            | EF Visitor Centres shops     | Books, Guides and Publications (non VAT)  | Income               | -28000         |                |                |
| LM355       |            | EF Visitor Centres shops     |   | BALANCE              | -37300         |                |                |

| Cost centre | Subjective | Museums (collections) | This is for the collections care side of the museum/View operation. Acquisitions would have to come out of Equipment I think??? | Income & Expenditure | 2016-2017<br>£ | 2017-2018<br>£ | 2018-2019<br>£ |
|-------------|------------|-----------------------|---|----------------------|----------------|----------------|----------------|
|             |            |                       |   |                      |                | 1% increase    | 1% increase    |
| LM360       | 30001      | Museums (collections) | Equipment (capital) purchase  | Expenditure          |                |                |                |
| LM360       | 30200      | Museums (collections) | Materials (consumables)   | Expenditure          | 500            |                |                |
| LM360       | 31500      | Museums (collections) | Books & Publications  | Expenditure          | MOVE £250 from |                |                |

|       |       |                        |  |             |                          |  |  |
|-------|-------|------------------------|--|-------------|--------------------------|--|--|
|       |       |                        |  |             | educa<br>tion to<br>here |  |  |
| LM355 | 39000 | Museums (collections)) | Professional Fees (eg conservation).   | Expenditure |                          |  |  |
| LM335 | 61901 | Museums (collections)) | Non-government grants (we need this code in case we get any museum related grants. This subjective is the one we've been asked to use previously). | Income      |                          |  |  |
| LM360 | 64909 | Museums (collections)  | Donations (cash donations???)<br>Not sure we need this .   | Income      | -0                       |  |  |
| LM350 |       | Museums (collections)  |  | BALANCE     | 0                        |  |  |

| Cost centre | Subjective | Weddings & Private Hire | Hire of the Community Room and other areas in The View, plus Queen Elizabeth's Hunting Lodge and The Temple, for all purposes.   | Income & Expenditure | 2016-2017<br>£ | 2017-2018<br>£ | 2018-2019<br>£ |
|-------------|------------|-------------------------|--|----------------------|----------------|----------------|----------------|
|             |            |                         |  |                      |                | 1% increase    | 1% increase    |
|             | 30001      | Weddings & Private Hire | Equipment (capital) purchase   | Expenditure          |                |                |                |
|             | 30002      | Weddings & Private Hire | Equipment maintenance  | Expenditure          |                |                |                |
|             | 30003      | Weddings & Private Hire | Equipment hire (general)   | Expenditure          |                |                |                |
|             | 30200      | Weddings & Private Hire | Materials Purchase General consumables   | Expenditure          |                |                |                |
| LM365       | 31500      | Weddings & Private Hire | Books & publications Is this for printing which would make more sense as 37000?  | Expenditure          | 2000           |                |                |
| LM365       | 64001      | Weddings & Private Hire | Goods, Products, Materials (hire). Do we use general code for Community Room hire too? There is a specific income code for Facilities 64601 if we wanted to use. This 64001 is for Sales really. Our hire would be more either 'Charges for Services' or 'Charges for facilities'. | Expenditure          | -15000         |                |                |
| LM350       |            | Weddings & Private Hire |  | BALANCE              | -13000         |                |                |

| CTC code | Subjective | Staffing | Were you intending to add all the add on costs? Pension, NI etc? | Income & Expenditure | 2016-2017<br>£ | 2017-2018<br>£ | 2018-2019<br>£ |
|----------|------------|----------|--|----------------------|----------------|----------------|----------------|
| LM060    | 00101      |          | Monthly basic pay  | Expenditure          |                |                |                |
| LM060    | 00102      |          | Weekly basic pay   | Expenditure          |                |                |                |
| LM060    | 00601      |          | Monthly overtime 1A add hours)                                   | Expenditure          |                |                |                |
|          |            |          | Unsocial hours   | Expenditure          |                |                |                |
| LM060    |            |          | London Weighting (outer)   | Expenditure          |                |                |                |
| LM       |            |          |  | BALANCE              |                |                |                |

| CTC code | Subjective | Publicity/Communications | There used to be a big printing budget under a Cost Centre Code of LM310. Is this what you are using for FF and leaflets etc – all Clare and Yve's spend? | Income & Expenditure | 2016-2017<br>£ | 2017-2018<br>£ | 2018-2019<br>£ |
|----------|------------|--------------------------|---|----------------------|----------------|----------------|----------------|
|          | 30001      |                          | Equipment (capital) purchase – eg banners, cameras  |                      |                | 1% increase    | 1% increase    |
|          | 30200      |                          | Materials (consumables)???  | Expenditure          |                |                |                |
|          | 37000      |                          | Printing – is this what we use for Forest Focus?  | Expenditure          |                |                |                |
|          | 37066      |                          | Promotional material – or does FF count as promotional material? Or is this just for leaflets?  |                      |                |                |                |
| LM       | 45000      |                          | Advertising/Marketing   |                      |                |                |                |
| LM       |            |                          |   | BALANCE              |                |                |                |

| FINANCIAL SUMMARY |  |                              |         | 2016-2017<br>£ | 2017-2018<br>£ | 2018-2019<br>£ |
|-------------------|--|------------------------------|---------|----------------|----------------|----------------|
|                   |  |                              |         |                | 1% increase    | 1% increase    |
| LM060             |  | Staffing                     |         | 0              |                |                |
| LM310???          |  | Publicity/Communications?    |         | 0              |                |                |
| LM330             |  | Education & Learning         | BALANCE | 6000           |                |                |
| LM335             |  | Exhibitions & Interpretation | BALANCE | 9450           |                |                |
| LM350             |  | Visitor Events               | BALANCE | -2800          |                |                |
| LM355             |  | EF Visitor Centres shops     | BALANCE | -21300         |                |                |
| LM350             |  | Museums (collections care)   | BALANCE | 500            |                |                |
| LM350             |  | Weddings & Private Hire      | BALANCE | -13000         |                |                |
|                   |  |                              |         | -21150         |                |                |

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# Environmental Sustainability Policy 2016-2021

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**Name of museum:** The View (Epping Forest Collection)

**Name of governing body:** Epping Forest and Commons Committee on behalf of The City of London Corporation: Conservators of Epping Forest

**This policy was approved by the governing body:** 26 January 2016 (tbc)

This policy is due for renewal: 25 January 2021

## Introduction

This policy sets out the commitment to environmental sustainability of The View (Epping Forest Collection). This commitment is guided by the Open Spaces Departmental vision for Epping Forest and sits within the wider policies of the City of London Corporation.

## The Open Spaces sustainability vision

The Open Spaces Department takes measures to ensure that we consider the economic, environmental and social impact of activities on our open spaces and surrounding environment.

Our sustainability policy focusing on legislation and policy; energy and water; procurement and waste; transport and pollution; biodiversity and heritage; information and best practice and monitoring and reviewing works alongside the following City of London policies:

- Corporate Plan
- City Together Strategy – The City of London's Sustainable Community Strategy
- Climate Change Mitigation Strategy
- Climate Change Adaptation Strategy
- Energy Strategy
- Biodiversity Action Plan
- Central Sustainability Policy
- Procurement Strategy
- Fair-trade Resolution
- Air Quality Strategy 2011-2015
- Energy Code of Practice

## What we do

Our commitment to applying best practice in environmental sustainability includes:

- Monitoring energy consumption, increasing energy efficiency and working towards reducing energy consumption.
- Reducing paper usage and using recycled paper products where possible.
- Reducing the amount of waste we produce and maximizing recycling where possible.
- Providing sustainability training for staff and encouraging them to apply sustainability practices.
- Representing The View on the Epping Forest Green Team to harmonise working with the wider Epping Forest and Open Spaces directives.
- Offering fair trade and locally produced goods in our shop.

- Delivering exhibitions through reusable display cases and display boards where possible.
- Offering recycling bins for public use.
- Harvesting grey water for use in toilets to reduce water consumption.
- Offsetting energy costs through solar panels at The View.

**How we monitor what we do**

The View is monitored through the Open Spaces Sustainability Audit System (SAS) to measure the environmental impact of the Department's work and to drive efficiencies through our business plan.

The View is independently assessed through the Green Tourism scheme.

**Achievements**

The View holds the Green Tourism Gold Award (2015).

# Collections Development Policy 2016 – 2021

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**Name of museum:** The View (Epping Forest Collection)

**Name of governing body:** Epping Forest and Commons Committee on behalf of The City of London Corporation: Conservators of Epping Forest

**This policy was approved by the governing body:** 26 January 2016 (tbc)

**This policy is due for renewal:** 25 January 2021

**Policy review procedure:** The collections development policy will be published and reviewed from time to time, at least once every five years.

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

## 1. Relationship to other relevant policies/plans of the organisation:

1.1. The museum's **Statement of Purpose** is:

The View (Epping Forest Collection) seeks to enhance the understanding of the rich history and diversity of the Forest among visitors and those interested in the Forest and its past by collecting, conserving and encouraging access to objects which help to illuminate the past and present of the Forest and surrounding area.

In doing so, it seeks to not only increase awareness, knowledge and enjoyment of Epping Forest, but also to shape the future of the area by informing conservation management.

The museum's **Vision** is:

The View (Epping Forest Collection) illuminates the past and present of Epping Forest for all.

1.2. *The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.*

1.3. *By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.*

1.4. *Acquisitions outside the current stated policy will only be made in exceptional circumstances.*

1.5. *The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.*

1.6. *The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.*

1.7. *In exceptional cases, disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below will be followed. In cases where disposal is motivated by financial reasons, the governing body will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:*

- *the disposal will significantly improve the long-term public benefit derived from the remaining collection*

- *the disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)*
- *the disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored*
- *extensive prior consultation with sector bodies has been undertaken*
- *the item under consideration lies outside the museum's established core collection*

## **2. History of the collections**

The View (Epping Forest Collection) is predated by over a hundred years retention of a collection of historic objects relating to the Forest accumulated largely by donation and by the City of London's management of Epping Forest. Objects were displayed at the Queen Elizabeth's Hunting Lodge and stored there, in the building that later was developed as The View (opened 2012) and across other buildings within Epping Forest. The Epping Forest Free Local Museum opened at Queen Elizabeth's Hunting Lodge on 2 November 1895. It displayed the collection of the Essex Field Club and showed objects of archaeological, natural history and historical interest. It had the approval of the Conservators of Epping Forest who owned the Hunting Lodge.

The Essex Field Club left Queen Elizabeth's Hunting Lodge in 1974, taking part of the collection with them, and the Conservators took direct control of the museum, appointing a full-time curator to take care of the remaining collections, prepare displays and inform visitors about the Lodge.

In 1989, substantial repairs to the Hunting Lodge had to be undertaken. The Conservators decided that the focus of the Hunting Lodge would change from a traditional natural history museum to concentrating on its original use as Tudor hunting grandstand. Some objects from the natural history and archaeological sections of the collection are on display at The Temple, Wanstead Park.

In 2010, as part of the Branching Out Project (Heritage Lottery Funded), the archival material in the collection was transferred to the London Metropolitan Archive (LMA) and a 9-month archival post was funded to fast-track cataloguing. The project also funded three years of promotion events both at LMA and in the Forest to promote the existence of the archive, its availability for public research at LMA and how archival information about the Forest underlies what we know of its history. Items not required by LMA (duplicates, records in excess of the 'sample' accepted by LMA of items such as Keeper's diaries) were returned to the Epping Forest Collection. These items have either been accessioned or retained as part of our Reference Collection.

The View, the new visitor centre alongside Queen Elizabeth's Hunting Lodge – and with it Butler's Retreat and associated car parks – was formally opened on 12 July 2012 by the Duke of Gloucester. It opened to the public on 13 July 2012 and is currently open 6 days a week (closed Mondays) except Christmas Day. Museum objects are on display in The View as part of the permanent exhibition introducing the Forest. Museum objects are on a temporary basis on display at Queen Elizabeth's Hunting Lodge and The Temple, our associated sites and visitor centres.

## **3. An overview of current collections**

### **3.1. Ownership of the collection**

The collection is owned by the Conservators of Epping Forest.

### **3.2. Summary of the current collection**

The View (Epping Forest Collection) is a legacy from a Victorian collection which followed no particular collecting policy apart from whether an object was historically curious or linked to Epping Forest, was accepted as a donation because offered to Epping Forest, or was retained by chance record of the management of the Forest by the City of London Corporation. During the twentieth century the museum collection was still managed along these lines.



The existing collection relates to the area of land known as Epping Forest which is owned and managed by the Conservators of Epping Forest, and its locality. It includes the following categories:

| Subject                                 | Explanation, description, examples   | Estimated proportion of the total collection |
|---|--|--|
| <b>Archaeological material</b>          | Prehistoric material from within Epping Forest boundaries and immediate locality. This includes Mesolithic finds from High Beach; excavated material from Iron Age settlements at Loughton Camp and Ambresbury Banks; excavated material from Wanstead Park, including Roman wall plaster, tiles and pottery fragments. Assorted finds from other Epping Forest locations and elsewhere, many un-provenanced. Victorian and 20 <sup>th</sup> century bottles found in Epping Forest. | 20%  |
| <b>Natural History</b>                  | Stuffed animals, birds and fish; bones, antlers including fossilized antlers; casts of footprints; eggs, moths, butterflies and other insects.   | 20%  |
| <b>Art</b>                              | Images of locations within Epping Forest and of places connected with it.  | 5%   |
| <b>Social History</b>                   | Artefacts connected with employees of the Corporation of London and the ownership and management of Epping Forest. Artefacts connected with the historic everyday life of the Forest and visitors to it. Animal traps, tools, uniforms associated with management of Epping Forest. Statuary fragments from Wanstead House.  | 25%  |
| <b>Photographic images</b>              | Photographic images of historic Epping Forest and people connected with it. Events and special occasions. Some glass negatives. Magic lantern slides.  | 10%  |
| <b>Printed and handwritten material</b> | Leaflets, posters, maps, guidebooks and books about Epping Forest or related to its history; diaries, correspondence and documents connected with Epping Forest, its management by the Conservators and enjoyment by people.   | 20%  |

Areas of strength include excavated finds from two Iron Age camps, Loughton Camp and Ambresbury Banks, both Scheduled Monuments, and Roman remains excavated from Wanstead Park. Although excavation reports were published, the finds held by Epping Forest have not been catalogued or sorted in recent years. The collection includes finds recently collected by authorised metal detection at Gifford's Wood. The archaeological collections are partially accessioned. We are committed to working with volunteers to sort and accession in the Forward Plan.

Other archaeological objects appear to have entered the collection in the late 19<sup>th</sup> and early 20<sup>th</sup> century when objects of local antiquarian interest were donated through the Essex Field Club. They were re-accessioned from 2007 with minimal descriptions and a lack of provenance which undermines their significance.

Natural History collections are comparatively strong with taxidermy specimens of many common English birds including rarer specimens such as bittern and shrike. There are a few Forest mammals and a large number of antlers and bones and new and old taxidermy specimens of Fallow Deer. A large egg

collection includes eggs from the 20<sup>th</sup> century from areas both surrounding the Forest and more distantly (byelaws prohibited collection of eggs within the Forest itself). The taxidermy specimens are generally unmounted and in variable condition as many were formerly wired into cases now dismantled or displayed uncased. Their value is largely for learning and interpretation purposes. Two large stuffed fish of noted size are notable particularly in the memory of the local angling community and are amongst our more significant items. Related to the natural history specimens are a collection of animal traps formerly used in the Forest.

Social history objects relating to individual Epping Forest employees and significant supporters and visitors to the Forest are a unique part of the collection. This area of the collection includes some items of uniform, personal possessions, books, maps and correspondence belonging to individuals. An iconic object is known as the 'Willingale Billhook' which relates to a core episode in the 19<sup>th</sup> century fight to save Epping Forest.

A small but significant collection of objects relate to Forest buildings include statuary fragments from the important Palladian mansion at Wanstead Park, now within Epping Forest, and Tudor timbers and plaster panels retained from conservation work on Queen Elizabeth's Hunting Lodge.

Generic social history objects such as a large collection of discarded glass and ceramic bottles used by 19<sup>th</sup> and 20<sup>th</sup> century Forest day trippers and other debris such as pennies and clay pipes are useful in interpreting the recreational use of the Forest.

Photographic images, Edwardian postcards, prints and engravings are all significant for illustrating past views of Epping Forest. They are of interest to Forest users and visitors and have a value for conservation management of the Forest in their record of 'Then and Now'. We hold some original artworks in a range of media.

We hold a fairly comprehensive collection of guides, books and maps about the Forest dating from the late 19<sup>th</sup> century to the present. Some have been accessioned, some have not and are held as reference copies. These are significant in terms of the history of the locality though not generally rare or difficult to purchase.

We hold a collection of papers, staff record diaries, accounts and receipt books which mirror in their range and type, items now held by the London Metropolitan Archive.

### **3.3. Handling Collection**

In keeping with our mission to enhance understanding of the history of the Forest, a Handling Collection will be maintained alongside the Epping Forest Collection.

This collection will consist of non-accessioned objects which help to illustrate aspects of the Forest's past and present that can be used in handling, outreach and educational sessions.

These objects may be duplicates of objects in the Epping Forest Collection or replica objects.

### **3.4. Reference Collection**

In keeping with our mission to enhance understanding of the history of the Forest, a Reference Collection will be maintained alongside the Epping Forest Collection.

This collection will consist of non-accessioned objects, in particular archival material, which help to illustrate aspects of the Forest's past and present.

This collection will provide information both for staff members and be publicly accessible upon request.

These objects may be duplicates of objects held in the Epping Forest Collection or the London Metropolitan Archives, reprints with low historical value or modern publications.

## 4. Themes and priorities for future collecting

### 4.1. Epping Forest Collection

Epping Forest Collection must continue to collect if it is to accurately record and illustrate the past and present of the Forest.

However, future collecting will move away from a concentration on natural history, as this area of the collection is already strong, and focus more on collecting items relating to other areas of the history of the Forest, particularly the social history of the area.

Objects considered for accession into Epping Forest Collection will meet the following criteria:

- a. The object will directly relate to the past or present of Epping Forest, its management, or users.
- b. The object will relate to the geographical area covered by Epping Forest Collection, which is identified as the Forest land owned and managed by the Conservators of Epping Forest. This includes land as far north as Epping and as far south as Manor Park. However, objects made, found or used outside the Forest may still be considered if they help to illustrate the past or present of the Forest.
- c. There will be no definitive restrictions on media.
- d. There will be no chronological boundaries on the material collected, although it is anticipated that the majority of objects will be from the nineteenth and twentieth centuries.
- e. Natural history acquisitions will only be made where a need is identified for an exhibition or event that cannot be met by objects currently in the collection. In addition, natural history acquisitions will always be in good condition. Any natural history acquisitions will take into account and refer to guidance in Section 11 'Biological and Geological Material'.
- f. Unless in significantly better condition, the object will not duplicate other objects already in the collection.
- g. Copyright will usually be transferred to the Conservators of Epping Forest. Where this is not possible, a note must be made both in the electronic catalogue and the accessions register. Epping Forest Collection will respect copyright and intellectual rights where these are not transferred and seek to clarify and document permissions and restrictions where necessary.

### 4.2. Handling Collection

The Conservators of Epping Forest own items used for handling and it is intended that these will form the basis of a new handling collection.

Objects considered for the Handling Collection will usually meet the following criteria:

- a. The object will not only relate to the past or present of Epping Forest, its management or users, but should also be able to illustrate this history to the public through senses other than visual.
- b. The object may relate to topics or themes dealt with in learning and engagement programmes across the Forest.
- c. The same geographical and chronological restrictions as in 4.1. b and d will apply.

Unless already accessioned into Epping Forest Collection, items in the Handling Collection will not be accessioned as their use as handling objects may shorten their lifespan.

The condition of objects in the handling collection will naturally deteriorate more quickly than objects in Epping Forest Collection due to their constant use. While efforts will be made to care for handling

objects, it is expected that rare or unique items will be accessioned instead into the main Epping Forest Collection.

### **4.3. Reference Collection**

The Reference Collection largely consists of books, pamphlets, articles and maps.

Objects considered for the Reference Collection will usually meet the following criteria:

- a. The object will either:
  - specifically mention Epping Forest, its management or users; or
  - relate to wider Forest themes, including the history of Royal Forests or the area, the flora and fauna found in the Forest, ecology and conservation or the social history of key periods in the Forest's history and development; or
  - be authored, signed, owned or annotated by people closely associated with the Forest.
- b. The object was published or produced in the last fifty years. Items published or produced before this date will be considered for accession into the main Epping Forest Collection where the subject or history of the object is appropriate and it meets the criteria set out in 4.1.

## **5. Themes and priorities for rationalisation and disposal**

- 5.1 *The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.*
- 5.2 *The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.*
- 5.3 As Epping Forest Collection currently contains many items left over from the Victorian field museum, the natural history section of the collection will be the focus of rationalisation during any inventory process.

Objects which meet the following criteria may be either added to the handling or reference collections or considered under the Epping Forest Collection disposal policy.

- a. Where there are more than two identical copies of any object.
- b. Where the object under consideration is a duplicate item and is in poor condition.
- c. Where the object does not meet the criteria set out in 4.1.

## **6 Legal and ethical framework for acquisition and disposal of items**

- 6.1 *The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.*

## **7 Collecting policies of other museums**

- 7.1 *The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.*
- 7.2 Specific reference is made to the following museums/organisations:

- City of London libraries, including the Guildhall Library
- London Metropolitan Archive
- Epping Forest District Museum
- Redbridge Museum Service
- Waltham Forest Museums and Galleries, including the William Morris Gallery and Vestry House Museum
- Essex Record Office
- Museum of London
- Essex Field Club

## **8 Archival holdings**

*As the museum holds archives, including photographs and printed ephemera, the governing body will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom.*

## **9 The policy for agreeing acquisition is:-**

- 9.1 Acquisitions will be purchased if they meet the criteria set out in 4.1. Gifts will be accepted where they meet the criteria set out in 4.1. A list of acquisitions will be notified to the Governing Body in the annual report.
- 9.2 *The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).*
- 9.3 *In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.*

## **10 Human remains**

- 10.1 *The museum does not hold or intend to acquire any human remains.*

## **11 Biological and geological material**

- 11.1 *So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.*

## **12 Archaeological material**

- 12.1 *The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.*
- 12.2 *In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).*

## **13 Exceptions**

- 13.1 Any exceptions to the above clauses will only be because the museum is:
- acting as an externally approved repository of last resort for material of local (UK) origin
  - acting with the permission of authorities with the requisite jurisdiction in the country of origin

*In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.*

## **14 Spoliation**

- 14.1 *The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.*

## **15 The Repatriation and Restitution of objects and human remains**

- 15.1 *The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005) , objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.*

## **16 Disposal procedures**

- 16.1 *All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.*
- 16.2 *The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.*
- 16.3 *When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.*
- 16.4 *When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.*
- 16.5 *The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.*
- 16.6 *A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.*

- 16.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.8 If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites.
- 16.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.
- 16.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on de-accession and disposal.

## **Disposal by exchange**

- 16.13 The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 16.13.1 In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 16.13.2 If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 16.13.3 If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites.

- 16.13.4 Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

### **Disposal by destruction**

- 16.13 *If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.*
- 16.14 *It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.*
- 16.15 *Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.*
- 16.16 *Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.*
- 16.17 *The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.*



# Care and Conservation Policy 2016-2021

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**Name of museum:** The View (Epping Forest Collection)

**Name of governing body:** Epping Forest and Commons Committee on behalf of The City of London Corporation: Conservators of Epping Forest

**This policy was approved by the governing body:** 26 January 2016 (tbc)

**This policy is due for renewal:** 25 January 2021

## Introduction

This policy has been written in accordance with our Statement of Purpose and Collections Development Policy.

The Care and Conservation Plan sets out the way the policy will be put into action and should be read in conjunction with our Forward Plan, Emergency Plan and any other plans affecting the collections.

This policy will guide the work of Epping Forest Collection in the field of collections care and conservation.

Caring for the collections is a fundamental duty for all museums and is necessary to achieve our mission to encourage access to our collection and increase knowledge, understanding and enjoyment of the Forest.

This policy includes a combination of preventative and remedial conservation measures, designed to ensure long-term preservation.

## Ethics and legislation

Epping Forest Collection will adhere to the Museums Association Code of Ethics throughout the care and conservation process.

Epping Forest Collection will also adhere to the Health and Safety at Work etc. Act 1974 and Control of Substances Hazardous to Health (COSHH) Regulations 2002 during collections care and conservation.

## Preventative conservation

Preventative conservation covers the measures necessary to slow down or minimise deterioration of museum objects and specimens or structures.

Epping Forest Collection will undertake preventative conservation, based on an understanding of how the objects in the collection react to their environment physically and chemically, including housekeeping, environmental monitoring, pest management and ensuring appropriate storage standards.

Data collected in the course of preventative conservation, including pest incidents and environmental monitoring, will be documented.

## Remedial conservation

The View (Epping Forest Collection) has access to professional conservation advice through the ACE funded Collection Care Development Officer, based at Museum of London.

Remedial conservation will be undertaken where appropriate. Those objects on permanent display, regularly accessed or required for upcoming events or exhibitions will be prioritised owing to limited resources.

Only suitably and trained qualified conservators will carry out remedial treatments on objects. As a minimum, the conservator will need to be listed in the Conservation Register.

In line with the Documentation Policy, records will be kept of all remedial conservation interventions.

### **Personnel**

The care of the collections is the responsibility of everyone who works in The View and associated sites. The Forest Centres Officer: Heritage and Interpretation shall have overall responsibility for collections care and conservation. Any concerns regarding the collections should be reported in writing to the Forest Centres Officer: Heritage and Interpretation.

### **Buildings**

The View (Epping Forest Collection) recognises the importance of maintaining the buildings where the collections are both stored and displayed. The View and associated sites are managed by Visitor Services, Epping Forest, in conjunction with the Assets Manager, Epping Forest and City Surveyors Department, City of London Corporation. Defects will be reported to the Asset Manager.

### **Collections**

The View (Epping Forest Collection) is aware of the risks to the collection from environmental factors, poor handling, storage and display materials and methods, and of the need to record the condition of the collection. The museum cares for the collections in store, on display and, by setting suitable requirements, on loan.

The details are listed in the Conservation and Collection Care Plan and include:

- monitoring and improving environmental conditions including temperature, relative humidity, light and dust
- managing the threat from pests
- housekeeping
- conservation cleaning of objects on open display
- documentation of the condition of the collection and of any treatments carried out on objects
- storage materials and methods
- display materials and methods
- transport methods.

# Documentation Policy 2016-2021

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**Name of museum:** The View (Epping Forest Collection)

**Name of governing body:** Epping Forest and Commons Committee on behalf of The City of London Corporation: Conservators of Epping Forest

**This policy was approved by the governing body:** 26 January 2016 (tbc)

**This policy is due for renewal:** 25 January 2021

## Introduction

The View (Epping Forest Collection) comprises the physical collection and all related documentation. This policy will guide the way we obtain, record, maintain and make accessible this information.

In order to achieve our mission to enhance understanding, to increase awareness, knowledge and enjoyment of Epping Forest and to shape the future of the area by informing conservation management, we recognize that it is necessary to maintain high standards of documentation.

## Definitions

**Documentation:** Documentation is the information that we obtain, record and maintain about The View (Epping Forest Collection).

**Accessioned:** Accessioned objects are those that have formally entered the collection and are recorded in the Accessions Register.

**Unaccessioned:** Unaccessioned objects are those which have not been accepted into The View (Epping Forest Collection) and may instead form part of the Handling or Reference Collections.

**Handling collection:** The Handling Collection is a collection of unaccessioned objects considered suitable for handling due to their condition, insignificance or educational value.

**Reference collection:** The Reference Collection is a collection of unaccessioned archival material kept for staff, volunteers and members of the public.

**SPECTRUM:** is defined in Accreditation Guidance as: 'the industry standard for collections management, defining agreed procedures and data requirements for: object entry; acquisition; location and movement control; cataloguing; object exit; loans out and loans in.'

Full catalogue: SPECTRUM 4.0 lists the minimum level of catalogue information as:

- The object number or entry number
- The object name
- The number of items or parts described in this record
- A brief physical description
- A reference to acquisition method, date and source information
- A reference to location information
- A reference to available images

Inventory: SPECTRUM 4.0 suggests collecting the following information as part of an inventory process:

- Record number
- Simple name
- Classified name (optional)
- Brief description
- Location and date
- Notes
- Recorder and date

### **Aims and objectives**

The aim of the documentation policy is to ensure that the museum fulfils its responsibilities in relation to security, management and access of collections to:

- Improve accountability for collections
- Maintain at least minimum professional standards in documentation
- Extend access to collection information in accordance with our mission
- Strengthen the security of the collections information

### **Ethics and legislation**

- Epping Forest Collection will adhere to the Museums Association Code of Ethics throughout the collections documentation process.
- Epping Forest Collection will also adhere to the Data Protection Act 1998 and the Freedom of Information Act 2000 where required.

### **Accountability**

Epping Forest Collection commits to maintaining at least the minimum level of collections documentation that will allow the museum to identify and locate all objects for which the museum is legally responsible, including loans.

### **Standards**

The View (Epping Forest Collection) is committed to following the primary procedures of SPECTRUM, The UK Collections Management Standard.

These include:

- Object entry
  - Acquisition
  - Loans in
  - Loans out
  - Location and movement control
  - Cataloguing
  - Object exit
- 1.

The Epping Forest Collection Documentation Procedural Manual sets out how these procedures will be implemented with regards to our collections.

Epping Forest Collection will create comprehensive catalogue records for each newly accessioned object no later than two months after accession.

### **Access to collections information**

Epping Forest Collection is committed to providing the widest possible access to all objects in its care.

All Epping Forest Staff who work directly with the collection will have access to the full catalogue records of all objects held by Epping Forest Collection, in so far as these records exist and are complete.

All other members of staff at Epping Forest and the City of London, as well as researchers and other members of the public, can access the public area of the catalogue online, which gives details of objects but not location or valuation. Further information will be provided on request. All enquiries will be directed to the Forest Centres Officer: Heritage and Interpretation.

### **Security of collections information**

- Epping Forest Collection is committed to maintaining the security of collections information, both physically and electronically.
- The electronic catalogue will be backed up quarterly and a copy held off-site.
- An authorised account with a password is required for members of staff working with the collection to access more sensitive object information, including location and valuation, which do not form part of the public record.
- Physical copies will be made of the Accessions Register regularly as required and stored in a secure fireproof location.

Further details of how the security of collections information will be achieved are given in the Epping Forest Collection Documentation Procedural Manual.

### **Keeping records up to date**

Epping Forest Collection will ensure that both paper and electronic records do not become obsolete. Paper records will be checked for signs of deterioration and the electronic catalogue will be reviewed annually to ensure that all information remains up-to-date and readable.

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# Access Policy Statement 2016-2021

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**Name of museum:** The View (Epping Forest Collection)

**Name of governing body:** Epping Forest and Commons Committee on behalf of The City of London Corporation: Conservators of Epping Forest

**This policy was approved by the governing body:** 26 January 2016 (tbc)

**This policy is due for renewal:** 25 January 2021

## Introduction

The Museums Association confirmed that museums are for all. 'Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society.'

This policy will guide The View (Epping Forest Collection)'s approach to providing **physical, intellectual, social, geographical** and **cultural access** for visitors, potential visitors, volunteers and staff.

We are committed to enabling the widest possible access to the collection and exhibitions for inspiration, learning and enjoyment. We will aim to meet this commitment within the reasonable constraints of resources, conservation and security.

## Statement of Purpose

The View (Epping Forest Collection) seeks to illuminate the past and present of Epping Forest and the surrounding area for those who live in, work in or visit the Forest by encouraging access to a collection that records, interprets and celebrates the lives of the people who have lived in, worked in, and managed Epping Forest.

In doing so, it seeks not only to increase knowledge, understanding and enjoyment of Epping Forest but also to shape the future of the area.

## Vision

The View (Epping Forest Collection) illuminates the past and present of Epping Forest for all.

## Equal Opportunities

The View (Epping Forest Collection) sits within the Open Spaces Department of the City of London Corporation.

We will continue to be guided by the City of London's Equal Opportunities in Employment Policy and apply it to our workforce, both staff and volunteers, compliant with the Equality Act (2010). We will be guided by its principles in the services we offer to our users.

The Equal Opportunity policy values 'the rich diversity and creative potential of people with different backgrounds, skills and abilities.'

It applies equal opportunities principles to recruitment, career development and training, terms and conditions of employment, monitoring and review.

Equal Opportunities Training is mandatory for all City of London staff and stands as part of our staff induction. We provide induction training in Equal Opportunities for volunteers.

In line with the City of London Corporate Plan (2015-2019), Epping Forest Collection will strive to maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

### **User needs**

We acknowledge that each user, whether staff, volunteer, visitor or potential visitor, has different needs. We work towards reducing any barriers that we identify as reducing access to our collection. We recognize the five access themes below are connected and interdependent.

### **Physical access**

We define physical access as physical proximity to collection objects for research, learning and enjoyment, provided by displaying objects from the collection in exhibitions, both temporary and permanent, running events allowing the public to get close to museum objects, including but not limited to formal and informal learning sessions, the use of the handling collection to provide physical and sensory access to replica objects and supervised access for researchers to objects in the museum store on request.

We will continue to monitor and review physical access to the buildings, The View and associated sites including provision of suitable seating, hand rails, stairs, lifts, disabled toilets, reserved disabled parking, where feasible structurally and financially.

We recognise Epping Forest as inspiration and wider resource for the collection and will continue to maintain, and improve where feasible, physical access through disabled parking provision and hard-surfaced access paths in designated locations.

Further visitor information, including more details of access to The View and associated sites can be found in the Epping Forest Gateway Access Statement and The Temple Access Statement on the Epping Forest website.

### **Intellectual access**

Intellectual access is defined as the availability of collections information, made possible through displays, events and exhibitions in The View and associated sites, publications, loans to other museums, physical access to our reference and handling collections, and online access to our digital catalogue.

We will continue to monitor and review the breadth of the intellectual access we offer within our sites and services.

We recognize that services need to be:- relevant and appropriate for a broad and diverse range of visitors; that individuals come from a wide range of backgrounds with different expectations and needs; that individuals respond to a range of learning styles and sensory experiences; that individuals and communities identify with different aspects of our collections and our Epping Forest story.

We recognize that current and potential users include people whose first language is not English. All exhibitions on all sites and online material have been written with the guidelines of the Plain English Campaign in mind to help ensure visitors with English as a second language can understand the majority of the material.

Our 'Understanding the building' guide for Queen Elizabeth's Hunting Lodge is available in the following languages: English, French, Spanish, German, Italian, Hindi, Slovak and Russian. The guide will be translated into other languages as the opportunity arises. Resources are limited, so translation will be undertaken by volunteers.



## Social access

This access policy covers all user groups, including staff, volunteers, regular users and potential users who have never visited the Forest before. Epping Forest aims to provide equality of opportunity and access for all, regardless of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex or sexual orientation and income.

We will continue to monitor and review the breadth of social access we offer within our sites and services.

We recognize our service needs to be: welcoming to all through how our staff and volunteers interact with our visitors; listening to all to understand the particular needs of individual users; financially available to all through either free entry or charges appropriate and fair to our local communities for both public opening and booked formal learning sessions; responsive to all so that we can continue to create and deliver learning, event programmes and experiences that a broad range of people want and understand.

## Geographical access

This access policy covers all user groups, including staff, volunteers, regular users and potential users who have never visited the Forest before irrespective of their geographical location. It also includes people who may never physically visit The View (Epping Forest Collection) or Epping Forest but may wish to engage virtually online and digitally.

We will continue to promote geographical access to The View, its collection and associated sites through promotion of public transport, cycle and car access and pedestrian routes to The View and associated sites for personal visits. We will continue to broaden our geographical access by promoting its offer to day and weekend trippers both London wide and beyond; offering and an events programme which includes participation in national cultural.

We are committed to broadening our offer to users through online and digital media both to encourage people to visit but also to engage both in the UK and beyond with all people who have an interest in our collections and in Epping Forest.

## Cultural access

This access policy covers all user groups, including staff, volunteers, regular users and potential users who have never visited the Forest before irrespective of their cultural identity.

We will continue to monitor and review our user profile to help us understand their diversity of age, ethnicity, gender, disability and needs so that we can revise our offer to both retain existing users and appeal to wider audiences.

We will continue to promote cultural access to The View, its collection and associated sites through equal opportunities recruitment of staff and volunteers to aim for a diversity of workforce; through learning both formal and informal; through partnerships with local community groups and community networks; through our events programme; through provision of interpretation in a variety of media to cover a range of learning styles; and through provision of interpretation in a other languages or formats.

## **Our commitment to accessibility**

Epping Forest Collection is committed to making The View (Epping Forest Collections) accessible to all and to improving access through consultation with users through a broad range of means including: visitor books, exit surveys,

consultations, observation, social media comment. Every effort will be made to address any access issues raised through these channels.

Epping Forest Collection also commits to maintaining up-to-date access statements for the museum and to maintaining an accessible online catalogue.

We will continue to provide training on access, equality and diversity for staff and volunteers.

### **Access to collections**

The View (Epping Forest Collection) is committed to providing the widest possible access to all objects in its care.

Objects from the collection will be on permanent display in the museum and temporary exhibitions across the museum and associated sites will encourage physical and intellectual access to the collection. Entry to all exhibitions is currently free of charge.

Further access will be encouraged through regular events, including but not limited to schools sessions, family learning events and heritage events focussed around objects from the collection.

A Handling Collection will be maintained to provide access to replica objects where originals do not exist in the collection or the condition of the object prevents display or handling.

Epping Forest Collection will aim to extend intellectual access by maintaining a Reference Collection and by maintaining digital access to the collection through the use of the online catalogue.

Members of staff at the City of London and Epping Forest may be given access to the collection in the museum store unsupervised on production of their City of London ID card.

Researchers and members of the public may be granted supervised access to the collection in the museum store. Requests must be made in writing (or by email) to the Forest Centres Officer: Heritage and Interpretation in advance. Appointments will be made as and when members of staff are available for supervision and proof of identity is required.

### **Access to learning**

We are committed to provide learning opportunities for all through formal sessions for children and young people in school sessions, adults and community groups in booked group tours, guided walk opportunities; through informal learning events and activities for a range of users; and all through 6 day a week public opening.

We will continue to offer learning opportunities both free and reasonably charged for individuals and groups.

We will continue to develop and improve our learning offer to bring it into alignment with a wider Open Spaces Departmental operation, in liaison with Epping Forest learning providers offering environmental sessions in the Forest, and in relation to the National curriculum and the stated needs of our school users.

### **Reference to other policies**

Access to objects in Epping Forest Collection may be restricted at the discretion of the Forest Centres Officer: Heritage and Interpretation on the grounds of condition or other concerns in line with the Collections Care and Conservation Policy and the Documentation Policy.

|   |                                    |
|---|------------------------------------|
| <b>Committee(s):</b>  | <b>Date(s):</b>                    |
| Epping Forest Management Plan Steering Group<br>Epping Forest & Commons | 4 December 2015<br>25 January 2016 |
| <b>Subject:</b>   | <b>Public</b>                      |
| Epping Forest 4 <sup>th</sup> Grazing Monitoring Audit Report           |                                    |
| <b>Report of:</b>   | <b>For Decision</b>                |
| Superintendent of Epping Forest <b>SEF 05 /16</b>                       |                                    |

## Summary

Cattle grazing took place across the Forest and Buffer Lands this year with an average number of animals in the two herds of 162. The extensive grazing area of Fairmead was not grazed adequately due to problems with the invisible fencing initially and some cattle management issues with the grazier latterly. The smaller grassland and heathland sites were grazed effectively, including two completely new sites. This activity was monitored by both staff and volunteers. The fourth annual assessment by the Independent Grazing Assessor is at **Appendix 2**. The key points of his assessment are that: i) further mechanical intervention needs to be combined and coordinated with grazing pressure on a number of sites to combat the problems of invasive native species such as bracken and Bramble; ii) push-pull stimuli are provided for the cattle to ensure they range across all parts of the larger, more extensive grazing areas; iii) there was a beneficial impact of grazing on the heathland and acid grasslands this year; iv) the monitoring approach is sound. In total, during 2015, the cost of monitoring of grazing impacts by all consultants was £11,300, funded from Local Risk budgets.

## Recommendation(s)

Members are asked to:

- note the observations of this 4th Grazing Assessment;
- approve the commissioning of a shorter 5th report by the Independent Assessor for 2016 focussing on the Fairmead extensive grazing area

## Main Report

### Background

1. The appointment of an Independent Grazing Assessor was approved in July 2010 (EFCC Report SEF 21/10) to give an objective overview of the impacts of grazing on the Forest habitats, provide additional scientific advice and to review the monitoring programme. The Assessor's previous three reports were received by Committee in November 2012, November 2013 and January 2015 (for the 2014

grazing season). The requirement for this 4th audit report for the 2015 Forest grazing season was approved by Committee in January 2015.

### **Current Position – grazing audit report (see Appendix 2)**

2. This report summarises the main points from two separate visits between 20th - 22nd July and 19th - 20th October by the Independent Assessor, Dr Peter Dennis, Reader at Aberystwyth University and Secretary of *The Royal Society UK Biodiversity Science Committee* (UK BSC). His full assessment report can be found at **Appendix 2**.
3. **Cattle:** the number of cattle in the two herds (Red Poll and English Longhorn) combined averaged 162 animals during 2015. All Buffer Land grassland sites requiring grazing were grazed. At the Forest sites there were: 8 Longhorns on Chingford Plain for 10 weeks; 4 Longhorns on Warren Wood Slope for 8 weeks; 4 Longhorns at Big View; 4 Longhorns at Deershelter Plain; 7 Red Polls at Sunshine Plain (north); 12 Red Polls at Long Running; 7 Red Polls at Fernhills. Warren Wood Slope and Big View were new grazing sites.
4. The lack of grazing at Fairmead and in Bury Wood was noted during both visits by the Assessor. However, later during October to November, 15 Red Polls grazed Fairmead.
5. The report then focussed on a few key issues. These included the control of invasive native species like Bracken and bramble and the use of push-pull stimuli to encourage the movement of cattle between areas. On monitoring work, the Assessor recommended the continuation of the effective scarce species mapping work.
6. The success of this year's grazing at the heathland and acid grassland sites of Big View, Long Running, Deershelter Plain and Sunshine Plain was noted in the report.

### **Current Position – other grazing-related operations**

7. **Other impacts:** during the grazing season the free-ranging cattle did escape the confines of the invisible fencing areas on several occasions. In two cases, cows escaped from Chingford Plain invisible fencing and travelled into Bury Wood, remaining grazing on the Forest. A few related incidents occurred in early November when Red Poll cattle crossed one of the invisible fence cables that had been temporarily switched off at Church Rd., Fairmead. As this was the end of the Forest grazing season the cattle were removed the same week to a wintering site on the Buffer Lands Estate.
8. There has been one escape from a fenced wintering site on the Buffer Lands during the year. This took place in November at North Farm as a result of a stock-fence failure. This last escape resulted in two complaints both of which have been responded to and dealt with by the Senior Forest Keeper (Central).
9. **Monitoring and Volunteering Projects:** these amounted to over 150 hours of staff time. In addition, a further 130 hours of combined volunteer and staff time was spent carrying out the more general background monitoring.

10. **Student projects:** interest in the Epping Forest grazing project and wood-pasture restoration work continues to be high. Under the guidance of the Conservators' conservation staff there have been four student projects started this year, two of which are nearing completion and one of which is part of a wider PhD research study. The students this year have been from Aberystwyth, Cranfield and Leicester Universities.
11. **Invisible Fencing project:** There have also been many requests for invisible fence site visits and demonstration days, following the Head of Conservation's presentation to the 8th National Heathland Conference in March. Two demonstration days have been held in September and November. Attendees have included officers from The National Trust, RSPB, The Open Spaces Society, The Woodland Trust and Surrey Wildlife Trust.

## Options

12. The fieldwork in the monitoring programme continues to be reviewed annually.
13. As in the last few years, additional assistance will be required from specialist consultants, although any work will be reviewed in the light of current budget reductions. The costs for this will be reviewed with the aim of keeping budget within a £10,000 total and thereby achieving a greater than 10% reduction in spending compared with this year (see Financial Implications section below). To do this the scope of the monitoring work would be reduced.
14. If the 5th independent assessment of grazing is approved the option would be to reduce the number of days for the site visit and to request a shorter report.
15. Options for recording GPS positions of cattle are being reviewed in the light of the future withdrawal of the current service in 2016. Future costs for this separate work will also be reviewed.

## Proposals

16. Working within the resources outlined above, within a reduced grazing monitoring budget of £10,000, it is proposed to continue with the existing quadrats, eight vegetation transects and the invertebrate monitoring. Recording by fixed-point photography by staff and volunteers will be increased.
17. It is further proposed that the Assessor is invited back in 2016 to conduct a 1-day field visit only, concentrating on Fairmead wood-pasture and a reduced number of other sites. He would then provide a short assessment report.

## Implications

18. **Corporate & Strategic Implications:** the options and proposals in this report meet the *City Together Strategy* by contributing to "*a world class City that promotes and enhances our environment*". In relation to the Open Spaces Department's Business Plan Improvement Objectives this report fulfills the objective to "*promote sustainability, biodiversity and heritage*".

19. **Legal Implications:** there are no legal implications.
20. **Property implications:** there are no property implications.
21. **Financial Implications:** this year's (2015's) vegetation monitoring work and independent grazing assessment costs amounted in total to £11,300, not including staff costs/time. This monitoring work is important for assessing the Favourable Condition of the Site of Special Scientific Interest (SSSI) habitats.
22. The work included £3,590 for the assessment visits and report and £5,910 for vegetation transect surveys with a detailed 3-year report on these data. In addition, the continuation of the Heath Spotted Orchid census and analysis cost £1,800. Other work was carried out by staff and volunteers.
23. The future costs of any monitoring work and the grazing assessor's time would continue to be funded from local risk budgets. Next year's audit and monitoring would be kept within a budget of £10,000 or less.
24. **HR Implications:** Any monitoring volunteers are recruited through the volunteer scheme by the Volunteers Development Officer

## Conclusions

25. The Forest grazing period on the larger, more extensive sites was very limited this year due to problems with the invisible fencing system and the grazier's cattle management. The Independent Assessor noted these problems and their impacts on the swards. Alongside this, the success of grazing management on the smaller grasslands and heathlands was recorded. In response to both, he anticipated future combined mechanical and grazing work in his recommendations and discussed push-pull stimuli to ensure movement of animals across extensive grazing areas. He recommended that current monitoring should continue. The costs for all this work in 2016 would be at least 10% lower than in 2015, in the light of reduced Forest budgets.

## Appendices

- Appendices 1a & b – *Maps of the Forest grazing areas.*
- Appendix 2 – *Grazing Assessor's report on status of cattle grazing and associated habitat monitoring across Epping Forest* by Dr Peter Dennis, University of Aberystwyth, 29<sup>th</sup> November 2015.

## Background Papers:

- *Epping Forest Grazing Strategy 2006 (updated for Branching Out Project in 2008)*
- *SEF 25/07 EF&C Committee report on: the 2<sup>nd</sup> Public Consultation on Grazing*
- *SEF 21/10 EF&C Committee report on: Ecological Monitoring Programme for Grazing*
- *SEF 35/12 EF&C Committee report of 5<sup>th</sup> November 2012: Epping Forest Grazing Monitoring Audit 2012*
- *SEF 33/13 EF&C Committee report of 13th November 2013: Epping Forest Grazing Monitoring Audit 2013*
- *SEF 05/15 EF&C Committee report of 9th January 2015: Epping Forest Grazing Monitoring Audit 2014*

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## Grazing assessor's report on status of cattle grazing and associated habitat monitoring across Epping Forest



Plate 1. English longhorn cattle, fitted with *Boviguard* and GPS collar, ruminating in hornbeam woodland at Warren Wood Slope, Epping Forest (© P. Dennis)

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### 1. Introduction

This is the fourth report by the Independent Grazing Assessor for the Conservators of Epping Forest. This follows further visits to Epping Forest, 20-22 July and 19-20 October 2015, during which particular attention was paid to the current status of vegetation at several grassland, heath and woodland sites where grazing had commenced or grazing management was imminent. The invisible fencing jigsaw had been constructed and completed over the winter and grazing had been introduced to the Chingford reduced loop, Warren Wood Slope and Deershelter Plain. Emphasis of this report is on five aspects of the grazing management:

- An assessment of the condition of the vegetation at a number of the management compartments that will shortly be managed with cattle grazing.
- How best to synchronise grazing with mechanical operations, initially to deal with shrub colonisation and then to manage troublesome plant species that are thorny, noxious/ unpalatable or of little nutritional value. Such species include tussock grasses, thistle, Bracken, Bramble, Dog rose (Briar), Blackthorn, birch and Holly.
- An appraisal of push and pull stimuli to encourage cattle to forage from the open meadows and rides into the currently, sparsely vegetated wood pasture areas characterised by dappled shade.
- An assessment of the effects of autumn grazing on vegetation in the small, heathland sites and consideration of appropriate stocking densities and timing of future cattle grazing on these small sites.

- To review the ecological monitoring programme as the onset of grazing progresses.

## 2. Condition of vegetation in management compartments

Several management compartments affected by a lack of grazing management were visited and assessed during two visits over the summer of 2015. Attention was paid to the delay in grazing that was caused by several factors: the late introduction or a lack of grazing to some compartments when movement restrictions were imposed on the cattle due to the detection of bovine tuberculosis adjacent to Epping Forest in 2013-14, late grazing within only selected areas during completion of installation of the invisible fencing loops in 2014. The second visit this year was necessary because of further delays to the introduction of cattle to the invisible fenced compartments due to some technical problems with the collars fitted to the cattle. The current state of the vegetation was scrutinised with attention to the height of growth and state of secondary succession (presence of perennial woody plants, or thorny shrubs). This was essential to consider whether grazing could be directly introduced or whether mechanical clearance or topping might first be required (Section 4). In general, the situation in the compartments that had remained ungrazed, remained similar to observations made in summer 2014, with noticeable increases in species such as *Molinia caerulea* (Purple moor grass), *Deschampsia caespitosa* (Tufted hair grass), *Cirsium pallustris* (Marsh thistle) and *Salix* spp. (Willow) in wetter areas, and of *Rubus fruticosus* (Bramble), *Rosa canina* (Dog rose or Briar), *Crataegus monogyna* and *Prunus spinosa* (thorns), *Pteridium aquilinum* (Bracken) and *Betula* spp. (birch) in the drier habitats.

The schedule of the field visits in July initially focused on the isolated sites such as Fernhills and Big View, then the core grazed areas of Fairmead and Chingford Plain and the adjacent smaller site of Warren Wood Slope, with visits to the small heath sites of Sunshine Plain North, Sunshine Plain South, Deershelter and Long Running later on the first day and for the final morning. The return visit in October allowed an assessment of the effects on vegetation of the grazing, introduced late in the summer, across many of these sites but at some locations, e.g., Big View grazing was followed by mechanical shrub clearance. During both visits, consideration was given to transitions of open habitat (meadow and fen) to woodland at Chingford Plain to Bury Wood, Honey Lane to Big View and Rushey Plain to Sunshine Plain South.

A meeting was arranged with Roger Beecroft, the herdsman, and Heather Taylor, the newly appointed grazer at Warren Wood Slope during the July visit. The discussion reflected recent experience of grazing the reduced, invisible fenced compartment at Chingford Plain. The cattle grazing had been suspended a few days earlier since five cattle had walked over the invisible fenceline and had to be retrained at another location whilst the fault was investigated. There was no apparent fault with the collar. The integrity of the invisible fenceline was also checked and appeared fine. The problem was considered most likely caused by the weight of the additional GPS unit mounted on the same collar, so that it hung clear of the neck of cattle and led to poor contact of the conductive strip of the collar, so no warning buzz was experienced by the cattle on approach to the buried wire. The four English longhorn cattle observed at Warren Wood Slope and fitted with the same collars

appeared to be successfully contained within that small compartment although there was a problem with the GPS units since some had 'dropped out' and that prevented real-time tracking of the cattle location by the grazier. These cattle had regularly accessed woodland between the open grassland and the bridleway/ footpath parallel with the road. There was also significant wallowing behaviour in the flushes on the edge of the meadow which had disrupted prolific Marsh thistle growth. The general effect on the structure of the grassland was noticeable and effective although a significant extent was trampled into a tight sward by horse use of the central, broad path up the hill.

By the October 2015 visit, periods of cattle grazing had been successfully introduced and completed at the small loop at Chingford Plain (grazing by four cattle recommenced in early August for four weeks, with eight cattle for the fifth and sixth week), within traditional electric fenced areas at Big View (from the first week of August), Deershelter (from July), Sunshine Plain North (four cattle from 25 August) and Long Running (from end-August). Cattle remained within a small electric fenced area at Fairmead at the time of the visit awaiting completion of loops of invisible fencing to allow grazing over an extensive area of grassland and fen at Fairmead (the Peartree and Fairmead invisible fenced compartment of 150 ha, due to be grazed by 50 cattle, April to November each year).

Detailed observations on the vegetation status of the visited compartments and discussion of future, appropriate grazing or mechanical cutting management are reported under sections 4 and 5. Finally, a recent research update, a Chinese experimental study has demonstrated no effect of cattle grazing on plant diversity in grasslands of initially high botanical diversity whereas the cattle served to increase diversity in grasslands of low diversity, whilst decreasing standing biomass (Liu *et al.*, 2015). This corroborates the anticipated, positive, long-term effect of cattle grazing at Epping Forest.

### **3. Build-up of the cattle herd for the expansion of grazing to all compartments for 2016 onwards**

Winter cattle housing had been funded for the programme of herd expansion based on winter calving. English longhorn cattle calved in December and Red poll cattle in early January so that calves were sufficiently old and partially weaned at 5 months for the onset of summer grazing in the compartments. In 2014, the herd comprised 40 breeding cows and 20 < 2 year old Red poll and 20 breeding cows and 20 < 2 year old of English longhorn. It was anticipated that there would be a further 37 Red poll and 17 English longhorn calves and five bought English longhorn heifers by 2015. As at July 2015, the herd was reported as composed of 40 English longhorn cows and a similar number of Red poll cows. The estimated 32 GLU of English longhorn and 28 GLU Red poll in summer 2015 falls below the 56.5 and 40.7 GLUs anticipated last year (Dennis, 2014) so there is not yet the capacity to simultaneously graze 49 - 194 ha and further herd expansion is required and understood to be in hand from conversation with John Phillips, the new Epping Forest Grazing Officer.

#### 4. The complementary role of grazing with mechanical operations to manage troublesome plant species

In July 2015, there were further technical matters to resolve with the *Boviguard* invisible fence system, despite completion of the buried wire perimeter of the jigsaw grazing compartments. The parallel reduction of the English longhorn herd in recent years but relatively slow build-up of the Red poll cattle numbers also limited the extent of land that could be grazed for significant periods. A consequence of delays to the introduction of grazing to several compartments of Epping Forest has been rapid vegetation change due to the fertility and nutrient status of much of the land. Secondary ecological succession was evident in the meadow or heath vegetation and led to varied cover by tussock grasses, thorny vines/ tall herbs, thorny shrub and trees. Typical examples were observed at Big View and Sunshine Plain North. *Carpinus betulus* (Hornbeam) of lower slope and *Fagus sylvaticus* (Beech) of higher wooded slopes of Honey Plain include pollarded and crown reduced areas which lead uphill to the open glade of Big View. The understory and field layer included vigorous Bracken, *Urtica dioica* (Stinging nettle) and Bramble growth, which are accessible and possibly manageable with solely grazing in the lower area but require manual cutting and clearance in order to facilitate more extensive ingress and foraging by the cattle.



Plate 2. Different perspectives from July (top) and October 2015 (bottom) across the compartments of Big View (left) and Sunshine Plain North (right). Mechanical cutting in mid- and late-summer and grazing in the interim was applied to Big View, whilst solely late summer grazing by Red poll cattle harvested the prolific growth of Purple moor grass at Sunshine Plain North.

Grazing alone at Big View would have achieved little clearance of the vegetation due to establishment of bracken, bramble and birch (Plate 2; top left). Mechanical clearance of

the woody vegetation, at the top of the slope, followed discussion during the July visit and this was followed by several weeks of cattle grazing within a perimeter of electric fencing. The site was then topped on the mid and lower slopes after grazing ceased to leave a more typical wood pasture character (Plate 2; bottom left). Early spring and later summer grazing each year, should now extend the intervals before costly, mechanical operations are again required. The early season grazing is essential to consume succulent early growth of species such Bramble and Briar, which remain widely distributed across the site. The stocking density must be significantly reduced or cattle removed once the vernal flowering species emerge and grasshopper activity commences, typically to accumulate an average stocking rate of 0.75 GLU ha<sup>-1</sup> year<sup>-1</sup> (Robeson, 2013).

*Aster amellus* (Michaelmas daisy) is prolific at Fernhills and some remaining dense stands have infrequently been accessed. On inspection, there is little growth below the dense stands and cutting is a further necessary step with perhaps supplementary feeding in the centre of these remaining stands to encourage future trampling which may help to suppress growth. Optimal conservation management for this species corresponds to a low and irregular pasturing regime (Plate 3).



Plate 3. Michaelmas daisy, Fleabane and little associated, nutritious ground cover will be unlikely to attract grazing cattle at Fernhills, looking towards Trueloves South.

The requirements for manual clearance of birch and chemical control of bracken in combination with cattle grazing at the small, heath sites is discussed in section 6.

## **5. Appraisal of push and pull stimuli to encourage cattle to forage from the open meadows and rides into the currently, sparsely vegetated wood pasture areas characterised by dappled shade**

The longer term conservation outcome for the reintroduction of cattle grazing is to encourage a natural foraging pattern within woodland rides and wood pasture in addition to the preferred, open grassland locations within any particular invisible-fenced compartment. Discussion took place during the earlier summer visit with Jeremy Dagley, and on the later visit, with both Jeremy Dagley and the newly appointed Grazing and Landscape Project Manager, John Phillips, about the best way to motivate the cattle to forage in partially shaded woodland, the rides, wood pasture or the tall herb and tussock

grasses of more open sites. This challenge to achieve effective conservation grazing management was discussed in the last annual report (Dennis, 2014). This was applicable to most of the grazing compartments enclosed by the new configuration of invisible fencing and had two important implications. It was desirable for grazing to be exerted across the full extent of each compartment, albeit with variable grazing pressure throughout. There were also implications for the calculation of stocking density and duration of grazing days should cattle remain within a restricted area of a specific vegetation type. The consequence would be over-grazing of the more nutritious or accessible parts of a compartment and under-grazing of the shadier, less nutritious places or other areas obscured by thorn thicket.

A number of push and pull factors were considered that might facilitate widespread foraging across the full extent of each compartment. Daytime heat and nuisance flies were push factors that encouraged the cattle off the open, grassland and fen areas into adjacent shaded woodland, observed for the English longhorn cattle at Warren Wood Slope during the July visit (Plate 1). Such quiet wooded areas served as pull factors for cattle to ruminate after early morning grazing and despite the lack of foraging on plants in such areas, trampling of soil and dung deposits could exert favourable effects in those wooded areas, leading to gap creation and dispersal and germination of grassland plant species into the generally bare woodland field layer. In discussion with John Phillips and Andy Froud, the most viable pull factors were to strategically relocate watering positions (Skovlin, 1965). John Phillips was actively researching current drinking troughs and ponds, routes of water pipelines and natural watercourses in order to reconfigure drinking areas within less nutritious foraging areas of each compartment. This is highly desirable and the effect to increase grazing intensity where water is provided is supported by scientific investigations (Fernandez-Gimenez & Allen-Diaz, 2001). Another viable pull factor is to provide supplementary food or mineral blocks in the areas deemed to be less attractive for cattle foraging (Putman *et al.*, 1987). It is considered inappropriate to import such minerals or plant material into areas with a nature conservation objective (e.g., SSSI) but there is merit in the proposal by John Phillips to cut grass in meadow areas within Epping Forest, to make hay bales and to strategically locate these in areas such as restored wood pasture sites of crown reduced and thinned trees, where there remains little growth in the field layer. Again, trampling, and the seeds within dung deposits and unused hay may be incorporated into the soil in these areas and could facilitate the establishment of palatable grasses and an increase in the future forage value. Initial attempts to use tree fodder were reported last year (Dennis, 2014) and this remains a possible viable alternative form of supplementary feeding to achieve the conservation objective and is worthy of further investigation and field trials.

Finally, several of the interfaces between meadow, fen and woodland sites present a closed visual obstacle which may discourage general cattle movement (e.g., Big View to Honey Lane; Plate 2, left, Chingford Plain to Bury Wood; Plate 4 and also observed within the Whitehouse Plain-Fairmead, Peartree Plain-Fairmead and Rushey Plain-Sunshine Plain South compartments). The barrier effect of such edges could be reduced by widening and illuminating the existing rides (Plate 4) which have closed in with tall woody vegetation growth. Future thinning of Honey Lane is already proposed. A soft edge with a shrub and

grass-herb fringe from the access track is desirable. The woodland edge facing the meadow could also be varied with some clearance of the edge shrub and clearing of selected trees and shrub to produce a more convoluted boundary. There is a greater possibility that the illuminated woodland of the interior thinned areas will become more visible after such management and will develop a pull factor, serving as stepping stones into the woodland for the naturally inquisitive cattle. The growth and expansion of thorn and bramble thicket in areas such as Chingford Plain, Big View and the upper slopes of Fernhills also tends to obstruct cattle movement and mechanical or manual clearance will be necessary to maintain a representation of these habitats without them encroaching onto grazing areas with later merger that isolates some glades from the cattle (refer to Section 4). Mechanical cut and carry interspersed with longer periods of grazing have been revealed as beneficial for soil chemistry and the balance of botanical species composition over longer periods where fertilisers are not applied (Mládková et al., 2015). Phosphorus available to plants tends to decline under continuous grazing whereas potassium availability falls after years of cut and carry. Grazing tends to favour an increase in grasses whereas cut and carry will encourage, dicotyledonous, flowering plants (Mládková et al., 2015) which implies that a mixture of management methods is desirable to maintain the target species composition of plants.



Plate 4. Chingford Plain to Bury Wood transition. The major woodland ride may encourage cattle ingress into nearby woodland with recent crown reduction and halo thinning but the ride is currently too narrow and hard edged to provide illumination with sufficient sunlight.

## **6. Effects of autumn grazing on vegetation in the small, heathland sites and consideration of appropriate stocking densities and timing of future cattle grazing on these small sites**

Tussock growth of Purple moor grass and birch colonisation had taken place since the last grazing episode two years earlier and was casting shade over remnant heather growth at the heath site of Sunshine Plain North (Plate 2; top right). Solely grazing by Red poll cattle in a 2-3 ha electric-fenced compartment in late summer had successfully cropped the relatively unpalatable Purple moor grass with some trampling out of Bracken growth. The heath plants were observed to be illuminated by clearance of the tussock growth but were unbrowsed and not trampled (Plate 2; bottom right). Despite some evidence of browse, birch was not diminished and physical removal by hand will be desirable. There were



numerous, dispersed *Erica* plants with evidence of vegetative growth from mature root stock although many former *Calluna* sp. stumps have collapsed and have been replaced by birch or bracken. There was occasionally *Calluna* sp. regeneration from root stock but this may possibly relate to a few places where localised bracken spraying had been applied and the heather released from shade.

Some temporary mob-stocking may be necessary to reverse the unchecked growth of competitive species, in particular at the set of heath sites and the experience at Sunshine Plain North this year appears to support such an approach. It is of course essential not to repeat grazing at this stocking density and time of year for more than one year in every 4-5 years otherwise there will be inevitable root trampling and mortality of *Calluna vulgaris* and *Erica* spp. The response to a single episode of higher stocking density by the lighter Red poll cattle breed appeared to achieve the desired reduction in Purple moor grass height and ground cover (Plate 5). There was concern about cattle consumption of *Carex* spp. seed heads, especially of scarcer *Carex binervis* (Green-ribbed Sedge), *Carex echinata* (Star sedge) and *Carex viridula* (Common yellow sedge) recorded at Sunshine Plain North and South. This may have a detrimental effect on seed production to sustain the seed bank, and the viability of the small populations. Research is required to assess the likelihood of endozoochory (increased germination rates after passage through the gut of ruminants) and wider seed dispersal. Electric fencing is proposed at Sunshine Plain South to exclude cattle from the heath so that grassland and bracken areas of the Rushey Plain compartment can be targeted without overstocking the heath or jeopardising the sedge populations over the summer.



Plate 5. Clump of the heath shrub, *Erica tetralix* at Sunshine Plain North, neither browsed nor trampled despite the extent of late summer grazing of adjacent Purple moor grass.

Favourable responses to the reintroduction of cattle grazing of wet heath have recently been reported at Pirbright Ranges (Groome and Shaw, 2015). Purple moor grass reduced in extent under low-intensity grazing and there were favourable responses of waterlogging-tolerant graminoids and *Sphagnum* spp. (bog mosses) although caution was required where grazing encroached upon mire, especially where bog mosses was already established since severe, localised treading damage was possible (Groome and Shaw, 2015). There is an ethical consideration for the welfare of cattle, grazing late on heath with Purple moor grass since the nutritional value and diminishing biomass of vegetation could lead to loss of condition and careful monitoring is advised to determine the appropriate time to remove cattle from such habitats in the autumn.

Deershelter had been grazed since 2003 and currently was grazed with four young English longhorn cattle. There was much evidence of consumption of Purple moor grass during the July visit but little evidence of browse damage to birch since the saplings had grown too large. There appeared to be increased Purple moor grass consumption in the tree fringe and around the pond where cattle had drunk and wallowed. Manual birch pulling by volunteers had been applied at Sunshine Plain South but not Deershelter. There was good recovery of heather in the scrape area where grazing has been excluded. Some grazing should now be considered for this area in future years by reconfiguring the invisible fence loop.

There was abundant growth of grasses and birch at Long Running West in July but there was a very favourable response of the vegetation to three weeks of grazing after electric fencing was constructed by 3 August (Plate 6). The electric fence had also been pushed back beyond the woodland margin with a desirable effect on the structure of the transitional vegetation into the woodland (Plate 6; right). This year, part of the site with the *Dactylorhiza maculata* (Heath spotted orchid) population was left ungrazed. The current annual monitoring programme should allow an assessment of such 'rest' years compared with cattle grazed years. There is certainly a need to clear the secondary regeneration from the site since there will be a detrimental shade effect on the orchids over time without management. The site had been grazed over 20 years with a break in 2014, usually after June each year to avoid the growth and flowering period of the orchids but further information on the sensitivity of creeping willow, a scarce species in Essex, and the reptiles associated with this site is desirable.



Plate 6. Long running West fenceline effect of August 2015 grazing on grassland cover and height (left) and scalloped effect on woodland fringe vegetation such as bracken (right).

Long Running East was very different in character and grazing would be ineffective until the extensive secondary woodland, Bramble, Bracken and birch is cleared. A band of secondary woodland adjacent to the road is due to be cleared under the HLS agreement and grazing may be appropriate in the follow-up management if stocking densities reflect the ground cover available to graze after clearance. Grazing of these small heath sites should be at a stocking rate 0.2-0.5 GLU ha<sup>-1</sup> year<sup>-1</sup> in most years, spread over at least 8-10 weeks to reduce damage to wetland and dwarf shrub plants. The strategy of late grazing with higher stocking densities trialled at Sunshine Plain North, appears to have been appropriate for the reduction of Purple moor grass but should not be applied very frequently, perhaps one

in every five years, to avoid compaction of soil and damage to the heather roots, rarer sedges, cotton sedge and *Drosera* spp. (Sundews).

## 7. Review of ecological monitoring programme

This was a crucial period for the monitoring of vegetation interfaces at the eight selected transect sites with both quadrats along transects and fixed point photographs on Ws within each glade. The introduction of grazing was underway but had not achieved the full annual duration nor full target stocking density of cattle and it is essential to assess the changes at these interfaces annually during the transition. The frequency of re-survey could be relaxed to 3-5 year intervals after a couple annual resurveys. The amended draft of the contract report by Clive Bealey, the plant surveyor, was not yet available to appraise the variability in the ground cover of the major plant species on each transect leading up to the full annual stocking with cattle.

The mapping of individual plants of *Pedicularis sylvatica* (Lousewort), *Silaum silaus* (Pepper saxifrage) and Heath spotted orchid remained valuable since the detection of changes in the distribution that might follow the reintroduction of grazing could be assessed. This approach could be extended to yellow rattle on Whitehall Plain although there is some doubt about the seed source, given its current inclusion in many meadow restoration seed mixes. The effectiveness of the current blocked sampling areas at detecting change in density could be tested by re-survey of a set of quadrats in the existing survey blocks compared with a set of randomly-dispersed quadrats across the whole site. The use of a remote controlled flying drone, fitted with a digital camera could quickly capture images to assess the annual density and distribution of plants of species such as yellow rattle. Surveyed at the time of peak flowering, the yellow flowers have high contrast amongst the foliage to complete an interpretation by image analysis.

## 8. Student projects

Two student projects had been established during 2015 that were supervised by research and academic staff at Aberystwyth University. Alexandra Broom, conducting a BSc Honours project on cattle foraging distribution and impact on vegetation and Glenn Mulleady, a Forest Keeper on a distance-learning MSc Livestock Production course, who will investigate the nutritional value of vegetation with varied periods of grazing.

A project meeting of Alexandra Broom, Jeremy Dagley and the author took place at Chingford Plain, initial discussion considered a study of the cattle use of the various grazed compartments of grassland, with adjacent ungrazed areas for comparison but the late onset and temporary suspension of grazing did not promise to provide sufficient data for 2015. Instead, a study of the pattern of grazing of the collection of small, heath sites was chosen. This was confirmed as suitable after an afternoon visit to Sunshine Plain South, Sunshine Plain North and a walk with Andy Froud on day two of the July visit across Deershelter and Long Running. It was confirmed that an alternative project could focus on browse impacts on birch or willow and grazing effects on Purple moor grass at heath restoration sites that had received intensive, moderate or no recent grazing management. The project could be based on the cattle grazing diary, changes in vegetation from the

various surveys and GPS data recorded from the cattle fitted with collars. There was a requirement to co-ordinate periods with an increased frequency of spatial location recording of cattle by Geo-Positioning Satellite trackers with the dates of field observation by Alexandra Broom so that a finer resolution pathway of cattle movements could be assessed in each of the grazed heath sites for the project. Jeremy Dagley had liaised with Matt Upson (AgForward project, Cranfield University) to provide the historic spatial co-ordinates of cattle at the various grazed heath sites. This would be done once filters could be applied to remove aberrant spatial locations, for instance, records displaced beyond the fencelines.

A project meeting was organised with Glenn Mulleady during the July visit, with discussion about the scope of a project to assess the nutritional value of selected grasses in open, haloed/ partially shaded and wooded sites; the MSc project would compare nutritional value of the grasses in cattle grazed or ungrazed examples of each type of site. The study could focus upon Tufted hair grass, Creeping soft grass or Purple moor grass but a longer period of cattle grazing was necessary to provide sites for meaningful comparison and the suggestion was made that the fieldwork of the project should be delayed to 2016, once the reintroduction of cattle grazing was well established.

## 9. Summing up

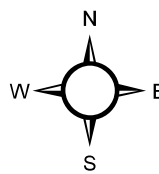
Further delays to the expansion of cattle grazing across Epping Forest have occurred due to some further technical difficulties which appear to have been partly resolved by the time of the October 2015 visit. Despite the shorter than expected period of grazing, generally favourable effects were observed at the small heath sites and at Big View. The initial mechanical clearance of shrub growth on the upper slope before the introduction of grazing at Big View is an intervention required at various locations prior to the onset of annual grazing. Secondary succession to shrub and young trees, due to the time elapsed since previous grazing, will not now be consumed by cattle, so mechanical cutting or manual pulling of birch (in heath sites), topping of Tufted hair grass (Chingford), Creeping soft grass, Bracken and *Juncus* spp. rush (Fairmead). Initial manual/ mechanical clearance will also be necessary in woodland and wood pasture sections of compartments where thicket has formed, since this will currently deter ingress by the cattle (e.g., Bury Wood). Regular, annual grazing should then extend the intervals before expensive mechanical interventions are required, especially if grazing in spring is feasible at sites with prolific Bramble and Briar. Some promising methods to encourage movement of cattle into shaded and less vegetated areas in each compartment have been proposed and with further development, should make a positive contribution to the extent of cattle grazing for nature conservation outcomes at Epping Forest.

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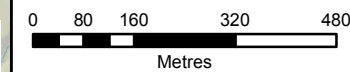
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**GRAZING  
SITES  
(NORTH)  
- FENCING**

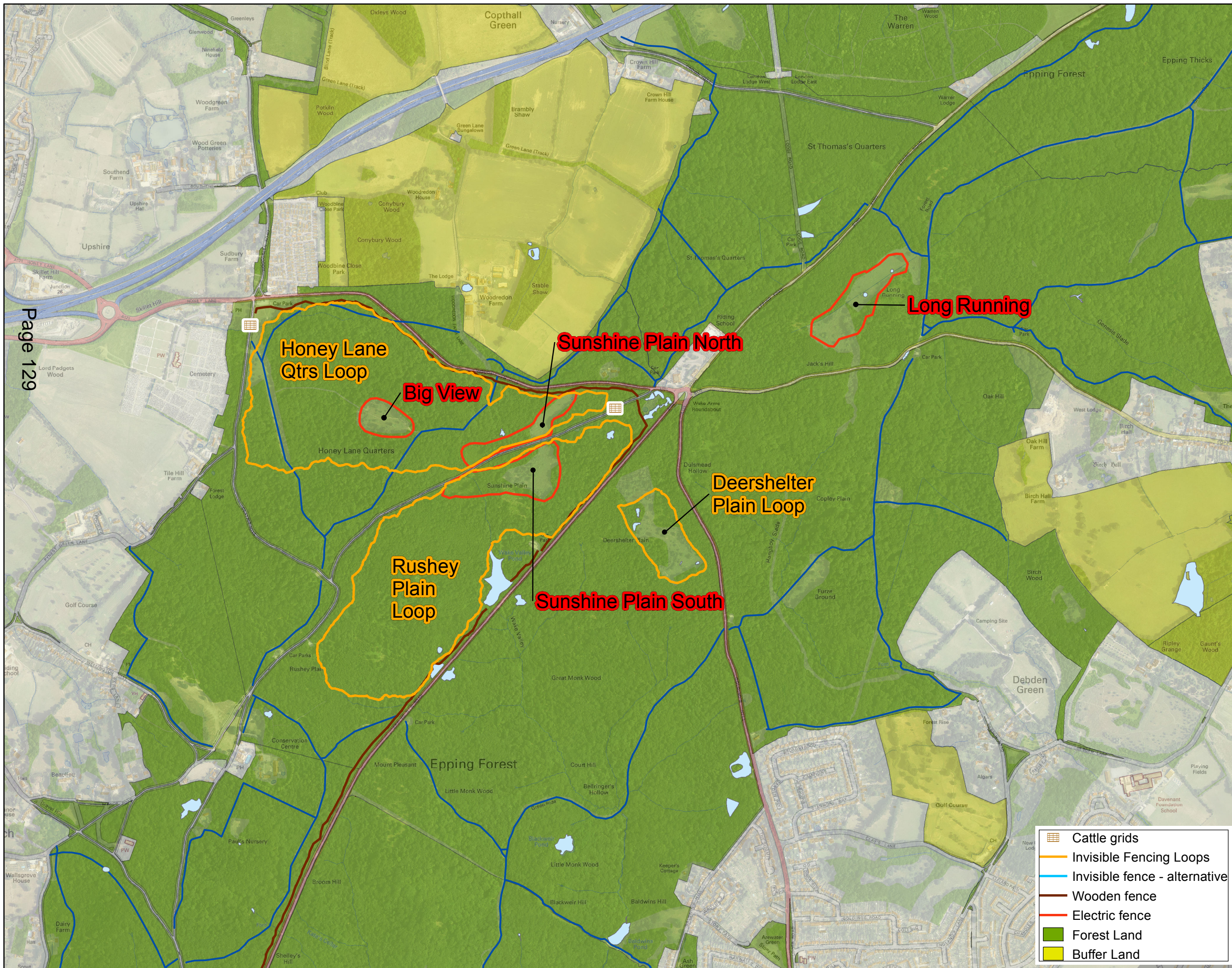
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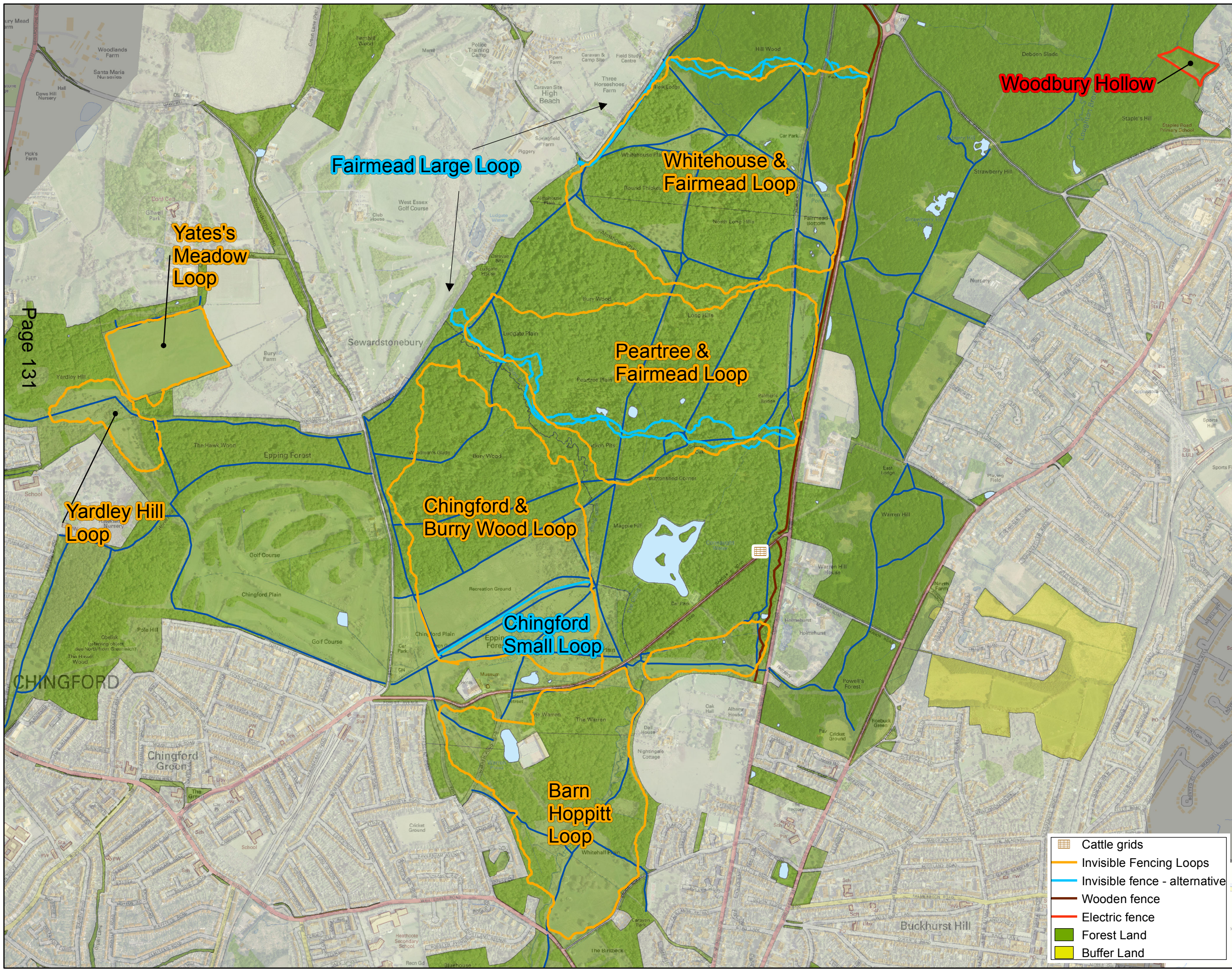
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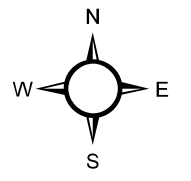
- Cattle grids
- Invisible Fencing Loops
- Invisible fence - alternative
- Wooden fence
- Electric fence
- Forest Land
- Buffer Land

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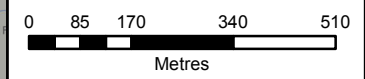









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**GRAZING  
SITES  
(SOUTH)  
- FENCING**

Created by:  
GIS Officer  
  
Date Created:  
26 Oct 2015



-  Cattle grids
-  Invisible Fencing Loops
-  Invisible fence - alternative
-  Wooden fence
-  Electric fence
-  Forest Land
-  Buffer Land

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| <b>Committee(s)</b>  | <b>Dated:</b>          |
| Epping Forest and Commons Committee                                  | <b>26 01 2016</b>      |
| <b>Subject:</b><br>Highams Park Lake Reservoir Notice of Enforcement | <b>Public</b>          |
| <b>Report of:</b><br>Director of Built Environment                   | <b>For Information</b> |

## Summary

Highams Park Lake is one of five Large Raised Reservoirs at Epping Forest that are subject to regular statutory inspections by a suitably qualified and approved Engineer. Following an inspection in January 2011, a Section 10 notice was served on the City of London to complete dam strengthening works at Highams Park within 3 years.

A project valued at £1.85 Million to undertake the necessary safety works in accordance with the Reservoirs Act was completed successfully on 24 March 2015, following a 14 month extension to the Section 10 notice by the Environment Agency. This report advises that the Environment Agency have issued a Warning Notice without financial penalty – the lowest possible sanction in the circumstances – which reflects the length of time taken to realise the project. In the future, the Inspecting Engineer will be urged to set more realistic timeframes for project realisation.

The report also updates Members with the initial results of the Environment Agency's risk-based recategorisation of Large Raised Reservoirs at Epping Forest which are being challenged by the responsible officer.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. The Reservoirs Act 1975, as amended by the Flood and Water Management Act, is the primary legislation for Statutory Reservoirs and provides for the inspection and management of Reservoirs to ensure the safety of the public and the enforcement body is the Environment Agency (EA).
2. The City of London assigns an Assistant Director within the Department of the Built Environment as the 'responsible officer' to maintain oversight of the

inspection process and to commission repairs recommended by the inspections.

3. Epping Forest has five statutorily designated Large Raised Reservoirs with dams that impound quantities of water in excess of 25,000 cubic metres, these comprise Heronry Pond; Perch Pond and Ornamental Water at Wanstead Park, together with Connaught Water near Chingford and Highams Park Lake at Hale End. All five reservoirs, together with a further 3 sub-25,000 cubic metre reservoirs – Baldwins, Birch Hall Park and Shoulder of Mutton Ponds - which are precautionarily monitored, are inspected by a suitably qualified specialist Inspecting Engineer, and on two occasions each year by a Supervising Engineer.
4. A Section 10 inspection of Highams Park Lake in January 2011 identified that dam strengthening and levelling works were required in the interest of public safety and were to be undertaken in 3 years of that date, by January 2014.
5. The Section 10 notice prompted the commencement of a Project Gateway report which sought funding for the project. Following scrutiny by the Epping Forest and Commons Committee on 9 January 2012, the Projects Sub-Committee approval on 30 January 2012, a procurement process was initiated and consultants appointed. Because of the nature of the work a Contractor was appointed for early Contractor involvement to advise on build-ability issues. Consents were obtained for the scheme including Planning Permission and the £1.4 Million contract was awarded to construct the works, which commenced on site on the 8 September 2014 following preparatory works by the Forest that spring> The project was successfully completed on 24 March 2015 and will be the subject of a separate Gateway 7 report to your Committee..

## **Current Position**

6. The EA were kept advised of the projects progress at key stages but first issued warning notices on 13 August 2014 regarding non-compliance. The City of London's responsible officer disputed with the EA whether the requirement was for works to have commenced or, to be completed, as the wording could be interpreted either way. The EA have insisted that their interpretation is valid and that the works should have been completed.
7. An extension to complete the works by the 31 March 2015 was agreed by the EA.
8. Following the issue of a completion certificate and the latest Section 10 Inspection, the EA issued a Warning Letter under the cover of another letter which confirmed no further action was required and no financial penalty would be sought. This letter related to the works not being completed in April 2014 and a Warning Letter is the least action they can undertake; despite the dispute and the extension, the EA still have a legal obligation to clearly enforce the Act.

## Proposals

9. Significant Reservoir-related works, such as the Highams Park Lake project, require funding to be identified and put into place; extensive public consultation to be undertaken; the City's project process to be completed; procurement to be managed to European standards and especially Planning Consent to be secured. Given the length of time required for a number of these processes, it is not realistic for the works to be completed within three years. Therefore to avoid further enforcement, the responsible officer will ensure future Inspecting Engineers agree more realistic timeframes for any future works to be completed within the certified timeframe.
10. At present the responsible officer is resisting the EA's recategorisation of a number of the Reservoirs at Epping as High Risk. However, it is possible that when the regulations from the Flood and Water Management Act 2010 which define cascades – a series of Large Raised Reservoirs - is enacted then it is possible that collectively the Reservoirs at Wanstead Park will be High Risk and are likely to require Works in the Interest of Safety, similar to those currently underway at Hampstead Heath.

## Implications

11. **Legal:** References to the relevant legislation are made in the body of the report.

## Conclusion

12. For future reservoir works required in the interest of safety, unless minor in nature, the responsible officer will require the Inspecting Engineer to set more realistic timeframes, given the processes required and likely construction time frames.
13. The recategorisation of Large Raised Reservoirs under the Environment Agency's Risk-based approach could see higher categorisations of the Reservoirs at Epping Forest, either on an individual basis, or through the inclusion of some reservoirs in cascades. The responsible officer continues to challenge the Environment Agency's basis for recategorisation.

## Appendices

None

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| <b>Committee(s):</b>   | <b>Date(s):</b>               |
| Epping Forest & Commons  | 26 <sup>th</sup> January 2016 |
| <b>Subject:</b><br>Superintendent's Update   | <b>Public</b>                 |
| <b>Report of:</b><br>Superintendent of 'The Commons'   | <b>For Information</b>        |
| <b>Summary</b>   |                               |
| <p>This report provides a general update on issues across the nine sites within 'The Commons' division that may be of interest to members and is supplementary to the monthly email updates.</p> |                               |
| <b>Recommendation</b>  |                               |
| <p>Members are asked to note the contents of this report.</p>  |                               |

## PLANNING CONTROL

### Burnham Beeches

1. **SAC - Planning workshop.** A further meeting with SBDC and NE has now been arranged for January 2016 to follow up matters arising from the 2015 workshop.
2. **Beeches Road.** An application for 3 dwellings has been permitted.
3. **Crown Lane.** Outline planning consent has been permitted for the development of the Wyevale Garden Centre on Crown Lane to residential use.
4. **Triliums, Templewood Lane.** A third application to build 2 houses in a designated Woodland Road has been refused as being inappropriate to the setting. The developer has appealed so the matter is now being considered by the Planning Inspector.

### Coulsdon Common

5. **Kenley Common.** Comer Homes has submitted a third planning application to develop the former Officers Mess building at Kenley into residential accommodation. The site is adjacent to Kenley Common. The application suggests that the line of the perimeter fencing may be altered in a manner that would be of benefit to visitors to the Common. The application appears to be sensitive to the heritage features of the Officers Mess and surrounds. It also gives a commitment to retain the historic structures located within the curtilage.

6. The Superintendent has responded and:
  - Encouraged further discourse re the perimeter fence.
  - Encouraged consideration as to the need to conserve and maintain the Portcullis Club, Squash Court and gun emplacement.
  - Emphasised the need for continued community access to the Portcullis Club, through the adoption of a long-term agreement.
7. In their response to the application, the local parish council have suggested that a small part of the site i.e. Coxes Wood, be transferred to the City Corporation. The Superintendent will inform Committee of any formal approach made concerning this matter.
8. **A232 - Pedestrian Crossing.** The Senior Ranger recently met with Transport for London (TfL), Bromley Council and the Project Contractor to discuss detailed design and material issues. A detailed plan is anticipated in the near future and will be presented as part of a joint report with TfL at this committee's in March 2016 meeting.

## **PARTNERSHIPS**

### **Kenley Revival update**

9. The campaign to recruit a Project Manager was unsuccessful and the post has been re-advertised. This delay has affected the project's start schedule, but the elements that need to be progressed as an immediate priority are being addressed. These include the recruitment of the Learning and Volunteer Officer and a specialist Conservation Consultant. The target completion date for the project as a whole remains unaltered.

## **WORK PROGRAMME - HIGHLIGHTS**

### **West Wickham and Coulsdon Commons etc**

10. The wood pasture extension at the Grove (Coulsdon Common) is now complete. This project is part of the HLS programme and will see cattle being grazed on the site in early spring 2016.
11. The Winter Work Programme is well under way across both the West Wickham and Coulsdon Commons with contractors completing another scrub compartment on New Hill and clearing successional areas on Farthing Downs.

### **Burnham Beeches**

12. A Visitor Numbers survey has commenced. This is being carried out on specified dates over the coming 12 months to provide an updated figure of the site's visitor numbers. The survey is being carried out by staff and volunteers.



13. The winter work programme is well under way with a variety of scrub cutting and tree projects. Rangers and volunteers cleared scrub and 'over shadowing' trees from around 60+ old pollards. Restoration works to the pollards will start in January 2016. A birch Christmas tree and reindeer were also installed at the Beeches café for the annual carols event and a festive trail laid on for visitors to explore the woodland over the holiday period.

#### **Stoke Common.**

14. The Friends and other volunteers have been very busy working on the common and the annual Christmas task culminated in the building of the now traditional birch Christmas tree with the addition of two birch reindeer! The Burnham Beeches ponies have been grazing the North Common for the 2<sup>nd</sup> year helping to re-establish the acid grassland in this area following tree clearance over the last 2 winters. Contractors will be removing the encroaching scrub on heathland and at paths sides on the West Common in the New Year.

#### **Ashtead Common.**

15. The winter work program is progressing well. Volunteers and contractors are engaged in scrub management and grassland restoration activities. Part of Bridleway 38 and Ride 3 have been resurfaced to remove potholes and erosion scars. As an offshoot of these works a small bund has been created next to Woodlands Road to protect the site from illegal incursions. Conservation work on approximately 75 veteran oak pollards has commenced.

#### **CUSTOMER SERVICES.**

16. A complaint has been received concerning the removal of trees and use of fences at Kenley Common. The Head Ranger has responded and explained the need to restore the common to its previous flower rich state and the associated need to maintain grazing

#### **PERSONNEL**

17. A member of Ashtead Common team has now undergone the second of several surgical procedures and will be unable to attend work or on light duties for several weeks.

#### **INCIDENTS**

18. A sheep was attacked and killed by dogs at Riddlesdown. The Police have been informed. The Head Ranger is taking steps to reduce the number of incidents of this type including changes to livestock posters and signage, use of social media, discussion item at the newly introduced 'meet the ranger' events and a greater ranger presence on site. The Head Ranger and his team also propose to visit Burnham Beeches to familiarise themselves with the management of dogs there.
19. A member of the public reported a fire in a veteran Beech tree. The fire was extinguished and monitored for several hours by the site Ranger.

## **FILMING AND OTHER COMMERCIAL ACTIVITY**

20. The Burnham Beeches meeting room was rented for a day by the Ancient Tree Forum to carry out interviews. This provided an income of £230 (net of VAT and staff costs).
21. The Burnham Beeches meeting room was rented for a day by Flora Locale to carry out a training event. This produced an income of £230 (net of VAT and staff costs).

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| <b>Committee(s):</b>  | <b>Date(s):</b>               |
| Epping Forest and Commons Committee   | 26 <sup>th</sup> January 2016 |
| <b>Subject:</b><br>Minutes of the Burnham Beeches Consultation Group meeting of 18 <sup>th</sup> November 2015.   | <b>Public</b>                 |
| <b>Report of:</b><br>The Superintendent of The Commons.   | <b>For Information</b>        |
| <p><b>Summary</b></p> <p>This report provides Members with minutes of the November 2015 meeting of the Burnham Beeches Consultation Group. Matters discussed included updates on:</p> <ul style="list-style-type: none"> <li>• Superintendent Update</li> <li>• Consultative Group Meeting frequency</li> <li>• Budgets</li> <li>• Planning</li> <li>• Projects and Achievements</li> </ul> <p><b>Recommendation(s)</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the contents of this report</li> </ul> |                               |

## Main Report



Title of Meeting: Burnham Beeches Consultative Group  
Date: 18<sup>th</sup> November 2015  
Time: 19:15 – 21:00  
Location: Burnham Beeches Estate Office

Chairman: Alderman Gordon Haines

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Attendees: Deputy Chairman, George Abrahams – CoL  
Barbara Newman – CoL  
Sylvia Moys – CoL  
Susan Ireland - CoL  
Andrew Barnard - CoL  
Helen Read – CoL  
Martin Hartup - CoL  
Hadyn Robson – CoL  
Deborah Harris – CoL  
Karen Holman - CoL  
Jane Griffin - SBDC  
Mary Kohlhase – The Avenue Residents Association  
Judy Tipping – Burnham Beeches Volunteers  
Sheila Riley – Burnham Beeches Volunteers  
Caroline Spicer – Nightingale Park Residents Association  
Andrew Booth - FoSC Volunteer Group  
John Mellish – Local Visitor Representative  
Kavan Harley – Site Caterer  
Christopher Mitchell – Regular site visitor (ex COL)  
Mark Frater – Local Business Representative  
Adrian Sutton – Nightingale Park Residents Association  
Bob Milne – Farnham Royal Parish Council  
Vivienne Ely – Joggers & Wheelers Society  
Rachel Forsyth – National Trust

Apologies: Peter Cathcart - Farnham Common Parish Council  
Alan Samson – Burnham Parish Council  
Brian Bilgorri – Joggers & Wheelers Society  
Natasha Bajwa – The Dogs Trust  
Andy McVeigh - Flora Group Rep  
Joy Winyard – Local Bird Interest

### Agenda

1. Welcome and Apologies
2. Minutes of the Last Meeting – Matters Arising
3. Superintendent's Update
4. Consultative group meeting frequency and minutes (report recently circulated)
5. Budgets
6. Planning Issues update
7. Project and Achievements
8. AOB
9. Agenda items and date of next meeting – April 2016

| Topic  | Notes  |
|--|--|
| 1. <b>Welcome and Apologies</b>                            | The Chairman welcomed all attendees and acknowledged apologies and recognised Barbara Newman and Sylvia Moys for taking time to travel and attend. Bob Milne was welcomed as a new attendee.   |
| 2. <b>Minutes of Last Meeting</b>                          | Agreed and accepted, no actions from matters arising.  |
| 3. <b>Superintendent's Update</b>                          | <p>i. <u>Introduction to the Division Plan</u> - The Superintendent took members through the Division Plan and introduced the new name for Division i.e. "The Commons" This gives the 9 sites a unified identity. Burnham Beeches and Stoke Common will continue to be used as our 'local identity'. The November newsletter reflects the new identity.</p>  |
| 4. <b>Consultative Group Meeting Frequency and Minutes</b> | <p>ii. <u>Currently 4 Consultative Committees meet 9 times a year</u> – We are proposing to reduce the overall number of meetings to reduce their impact on resources whilst ensuring that they remain effective. This matter will be discussed with each of the four Consultative Committees' and then comments will be reported to the Epping Forest and Commons Committee for a final decision.</p> <p>iii. Members were asked to comment on the recommendation to reduce the number of meetings from 3 to 2 per year with a proviso that an extra meeting can be 'called' if required.</p> <p>iv. Members were asked to comment on the recommendation that the <u>Town Clerk's department provided administration support</u> for future BB &amp; SC Consultation Group Meetings to bring it in line with other CoL Consultative Committees.</p> <p>v. <u>Comments/Questions</u></p> <p><b><i>Q. Is this because AB has taken on extra roles?</i></b><br/> <b><i>A. Yes in part, but the main reason is to try and reduce the impact of the current consultative structure on all concerned. Members must feel confident that any changes will not reduce the effectiveness of the BBCG.</i></b></p> <p><b><i>Comment: A Member suggested maybe we do this for a year and report back.</i></b></p> <p><b><i>Comment: A Member suggested that the frequency of these meetings feel right "not wasting my time attending".</i></b></p> <p><b><i>Q. Could we have some form of protocol that describes how, when and why an additional meeting would be called?</i></b><br/> <b><i>A. Yes, we will look into this. Reflecting on previous year's, matters such as the introduction of DCO's might be the sort of issue that would benefit from an additional meeting. (Post meeting note, any changes would need to be reflected in the group's Terms of Reference and agreed by the group)</i></b></p> <p><b><i>Outcome. Members agreed that the recommendations are an acceptable way forward with the requirement that a formal system to request additional meetings is</i></b></p> |

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| <p><b>5. Budgets</b></p> | <p><b><i>developed and that good advanced notification of dates of future meetings is communicated.</i></b></p> <p>This feedback will now be given to the EFCC in March 2016 along with those of the other three consultative committees. Members of the BBCG will be informed of the EFCC's decision shortly thereafter.</p> <p><u>i.</u> <b><i>Service Based Review</i></b> – Various Powers Act. Members were thanked for their comments over the last few months and it was confirmed that these had been passed to Remembrancer. The Bill is now known as “Open Spaces Bill”.</p> <p><u>ii.</u> Wayleave charges were increased in October 2016. Handgate charges were increased from £5.00 to £10.00 per annum. Motorgate wayleaves are now linked to local council tax bands and charges have risen from £50 per annum to between £150 and £210.</p> <p><u>iii.</u> <b><i>Changes in RPA Grant Schemes</i></b> – MH took meeting through 2015 changes. Reduction in Basic Payment Scheme (BPS) grants of £31- 34k this year due to changes in definitions of land that is eligible. Mapping programme undertaken by HR to map land that is eligible under the new rules. The expansion of the grazing area to 73% of the site has enabled an increase of £20K in our Higher Level Stewardship payments (HLS) for 3 years. Overall still £10k down due to changes in BPS.</p> <p><u>iv.</u> Car parks – SBR target of additional £20k to be earned from BB car parks in 2016/17. That money has already been removed from the budget for 16/17.</p> <p><u>v.</u> <b><i>Meeting the Challenge</i></b> – of the impact on BB/SC budgets posed by SBR and RPA grant changes. MH took meeting through proposed new car parking increased charges options. MH showed all options are very comparable to other local sites. <u>Option 1.</u> Introduce week day charging. <u>Option 2.</u> Raise weekend charges only to £3.00. <u>Option 3.</u> Introduce weekday charging of £1 and raise weekend charges to £3. Preferred option – Option 3. Whatever option is taken forward must be in place for April 2016 and report back to EFCC in New Year.</p> <p><b><i>Concerns raised: Weekday charges may increase vehicles parked on verges and private residential roads.</i></b></p> <p><b><i>Q. Would this affect voluntary donations?</i></b><br/> <b><i>A. MH stated that week day charges would result in loss of the donation money received through machines during the week but an increase in income overall as most visitors don't make a donation.</i></b></p> <p><b><i>Comment: Weekday car parking could upset regular dog walkers.</i></b></p> <p><b><i>Q. Could closed car parks be re-opened on donation basis?</i></b><br/> <b><i>A. MH explained that previously car parks had been closed due to very low levels of visitor use compared to maintenance cost and level of misuse.</i></b></p> |
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|  | <p><b><u>Q.</u> The car parking machines do not give change.</b><br/> <b><u>A.</u> MH explained that we are currently limited with machines we have at present. Any new machines in future may be able to deal with this better, research into payment through mobile phone devices to be undertaken.</b></p> <p><b><u>Q.</u> Will annual ticket be looked at?</b><br/> <b><u>A.</u> Annual tickets exist now and if we went to weekday charging would be looked at again.</b></p> <p><b><u>Q.</u> Do other CoL Open Spaces charge for car parking?</b><br/> <b><u>A.</u> Yes.</b></p> <p><b><u>Comment:</u> Enforcement - Car Parking fines not taken into consideration as P&amp;D rates are very high 99.3%.(2015)</b></p> <p><b><u>Q.</u> What implications will this have on the Café? – KH expressed his concerns that this could affect the Café considerably. Impact on café currently unknown. Could a “grace” period or something similar be introduced?</b><br/> <b><u>A.</u> MH commented that this would be very difficult to manage with current systems and very time consuming. Need to keep any scheme simple and straightforward.</b></p> <p><b><u>Comment:</u> Changes in charging would need to be communicated very clearly.</b></p> <p><b><u>Comment:</u> Representative from the National Trust explained that Councils across the UK have been charging for car parking at open spaces for many years and the public must be made aware of the importance of maintaining these sites and the costs incurred for charities such as NT and BB.</b></p> <p><b><u>Outcome:</u> It was agreed that the Superintendent and Head Ranger would consider these comments and provide members with their favoured approach. Comments to be received by 06 December so that a recommendation report can be provided to EFCC in January 2016.</b></p> |
| <p><b>6. Planning Issues Update</b></p>    | <p><u>HR gave update to meeting.</u> South Bucks Local Plan – new Local Plan being put in place which will be a joint one with Chiltern District Council.</p> <p><u>Hosted workshop</u> on Impact of Small Scale Development was well attended and very positive meeting. Meeting with Natural England scheduled for January 2016.</p> <p><u>East Burnham Quarry</u> – Infrastructure now in place. Gravel extraction started early October. Gravel Liaison Meeting met in September and next meeting scheduled for 03 December. Hydrology is the major issue; Summerleaze Ltd (the operator) and independent hydrologist are working on a review of the dipwells which will be discussed at the meeting. If anyone feels that any of the conditions are not being adhered to please report to Parish Council as they can raise them at the liaison meeting. Only extraction underway at present but when infill commences there will be more traffic movements.</p>   |
| <p><b>7. Projects and Achievements</b></p> | <p><u>Grazing expansion</u> - 160ha 73% of Beeches now grazed with cows and ponies. Nearly 120ha with invisible fences. 2015 invisible fencing very successful.</p>  |

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| <p>8. AOB</p> <p>9. Date of Next Meeting</p> | <p><u>DCO Update</u> – since December 2014 - 559 individuals/groups challenged and all but a handful happy to comply when asked. Most people complying without challenge. No fixed penalty notices issued as yet.</p> <p><u>Stoke Common</u> – Year 8 removal of 1.5 ha dense pines completed. Previous year's restoration work has proved very successful.</p> <p><u>Other works</u> - Cable laying over the summer, winter work about to start on old pollards, bat surveys completed prior to winter tree works, ponies grazing on the North commons, volunteers have clocked up 3,400 hours in the last 6 months.</p> <p><b><u>Q.</u> Is Burnham Beeches affected by fly tipping?</b><br/> <b><u>A.</u> Yes on occasions but South Bucks District Council assists us. Stoke Common is more problematic.</b></p> <p>April 2016.</p> |
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Appendices - None

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| <b>Committee(s):</b>   | <b>Date(s):</b>               |
| Epping Forest and Commons Committee  | 26 <sup>th</sup> January 2016 |
| <b>Subject:</b><br>Proposed increase to Car Park Charges – Burnham Beeches | <b>Public</b>                 |
| <b>Report of:</b><br>The Superintendent of The Commons                     | <b>For Decision</b>           |

## Summary

Car Park Charges at weekends and Bank Holidays were introduced at Burnham Beeches in August 2011. The charge has remained at £2 per day since that date.

As part of its Service Based Review commitment the Division is required to achieve an additional £20,000 income per annum from the car park at Burnham Beeches, commencing April 2016.

Benchmarking has been carried out and various options considered by the Burnham Beeches Consultation Group (BBCG). The delivery timetable is three months and to that end the two most feasible options and associated views of the BBCG are shown in the main body of this report.

### **Recommendation**

Members are asked to:

- Approve Option 1 i.e. to raise the weekend and Bank Holiday car park charge from £2.00 to £3.00 per day commencing April 1<sup>st</sup> 2016.
- Note that further research will be carried out to facilitate future increases in parking charges should they become necessary.

## Main Report

### **Background**

1. Car Park charges were introduced at Burnham Beeches in August 2011 following local benchmarking and consultation exercises. The charges were introduced at weekends and bank holidays at a rate of £2.00 per day. The charges have remained at that rate since their introduction.

- The car park machines were originally purchased in 2007 and whilst they are reliable and robust they are limited to payment by coin. They have a life expectancy of a further two to three years.

### Current Position

- As part of its Service Based Review commitment the Division is required to seek an additional £20,000 income per annum from the car parks at Burnham Beeches commencing April 2016.
- Various charging models were drawn up by the Head Ranger and their implications considered by the Superintendent and the Burnham Beeches Consultation Group.
- Two options remain. Both meet or exceed the £20,000 increased income target and can be delivered using the existing car park machines.

### Local Benchmarking

- A benchmarking exercise across other local open spaces was conducted.

**Table 1.**

| Site                    | Owner                          | Charge  | Period   |
|-------------------------|--------------------------------|---|--|
| Burnham Beeches         | City of London                 | £2.00 per day                                       | Weekends and BH's                                  |
| Dorney Lake             | Eton College                   | £2.50/day   | 7 days a week                                      |
| Black Park              | Buckinghamshire County Council | £3.50 per day<br>£2.50 per day                      | Weekends and BH's & weekdays in August<br>Weekdays |
| Farnham Common Car Park | South Bucks District Council   | £0.40 to £4.50<br>On a sliding hourly scale         | 7days a week                                       |
| Wendover Woods          | Forestry Commission            | £3.20 ½ day<br>£5.90 All day                        | 7 days a week                                      |
| Runnymede               | National Trust                 | £3.00 1-2 hours<br>£4.50 2-3 hours<br>£6.00 All day | 7 days per week                                    |
| Cliveden                | National Trust                 | £10.50 adult<br>£5.00 child                         | 7 days per week                                    |

- Table 1 indicates the wide variation in pricing across local open space car parks. Parking charges at Burnham Beeches sit at the lower end of the range and are closest to those that provide the most similar services.
- An increase from £2.00 to £3.00 brings Burnham Beeches into line with its nearest open spaces i.e. Black Park and Dorney Lake.
- Burnham Beeches is the only large open space that does not currently charge for use of its car parks each day of the week.

10. Parking charges at Burnham Beeches must compete with the car park at Farnham Common which is 250m from the site.

## OPTIONS

### Option 1 - Increase weekend and bank holiday charges from £2.00 to £3.00/day.

11. This is the simplest and most achievable option in the given timescale.

**Table 2** – figures are based on the 3 year car park income average.

|  |                    |
|--|--------------------|
| <b>All figures are net of VAT &amp; include an anticipated 10% reduction in annual car numbers</b> |                    |
| Charging at weekends & bank holidays   |                    |
| £2/day (current state)   | £ 58,000 - £60,000 |
| £3/day (expected state)  | £ 85,000 - £90,000 |
| Expected loss of weekday donation income   | - £5,000           |
| Overall increase in income   | £22,000 – £25,000  |

12. Table 2 indicates that an additional £22,000 - £25,000 will be generated by raising the car park charge from £2 to £3 per day on weekends and bank holidays.

### Issues arising

13. Mid week voluntary donation income of £15,000/annum is commonly generated by the car park machines. It is estimated that this could fall to around £10,000 per annum when mandatory charges are increased.
14. A drop in car numbers of 10% is anticipated at weekends and Bank Holidays although this may be a temporary reduction.
15. Existing enforcement and administration processes can accommodate this option without incurring additional costs.

### Option 2. Introduce weekday charges of £1.00 per day whilst maintaining weekend and bank holiday rates at £2.00.

**Table 3** - based on the 3 year car park income average.

|   |           |
|---|-----------|
| <b>All figures are net of VAT.</b> Includes a 15% reduction in annual car numbers |           |
| £1/day  | £57,000   |
| Less current weekday donation income  | - £15,000 |
| Overall increase in income  | £42,000   |

16. Table 3 indicates that an additional £42,000 would be generated by introducing a £1.00/day weekday charge in addition to the £2/day weekend charge.

## **Issues arising**

17. Weekday charges would replace the voluntary donation option so £15,000 has been removed from the total generated by Option 2.
18. A drop in car numbers of 15% is anticipated across the week.
19. The introduction of a weekday charge may be locally contentious given the high volume of regular dog walkers using the site Monday to Friday.
20. The introduction of 7 day per week charges using the existing machines would require a fundamental review of the site's car park charge administration procedures. Enforcement patrols would need to be extended to cover the Monday to Friday period and this would necessitate significant alterations to current Ranger duties with consequent impacts on their work programmes and the management of volunteers.
21. Whilst in the longer term it is possible to find ways of accommodating a change to 7 day per week charges it should be delivered with careful thought, consultation and forewarning. Members of the BBCG were appreciative of this issue and the associated risks.
22. The Burnham Beeches Cafe operator expressed his concern that the introduction of week day charges could have a significant impact on his business, particularly as they would fall closely on the heels of the introduction of Dog Control Orders. Again members of the BBCG were sympathetic to this risk.

## **Proposal**

23. Option 1 was favoured by the Burnham Beeches Consultation Group and is supported by the Superintendent as it:
  - a. Meets the SBR target figure and is sufficient to accommodate a small drop in car numbers, variations caused by extended periods of poor weather during visiting season and a decrease in voluntary mid week donations.
  - b. Allows time to review options afforded by improvements in technology whilst reducing the immediate need to invest in new machines.
  - c. Minimises the impact on the Burnham Beeches Café.
  - d. Is deliverable within the required 3 month timescale.
  - e. Is politically expedient i.e. is currently the least contentious option.
  - f. Avoids increases in administration costs and alterations to Ranger duties.

## **Implications**

24. An Equality Impact Assessment has been carried out with regard to Option 1 and its findings are included as Appendix 1.
25. Option 1 represents a 33% increase in the current car park charge although it would be the first in more than 4 years, and continues to charge only on those days that experience the highest demand. As such it is not considered likely

to have a significant impact on visitor numbers nor otherwise impact upon the site's Charitable Objectives.

26. Further, Option 1 meets the immediate financial challenge and has some built in resilience to accommodate 'poor income years'. Whilst it is unlikely to be a popular decision it is considered to be the least contentious given the recent local context.
27. From the above the Superintendent considers the proposed car park charge to be reasonable.
28. Option 2 is not currently favoured by the BBCG or the Superintendent but remains a future possibility. To that end it is proposed that further work is carried out to investigate week day charging models. This will ensure that resources (administration costs, impact on Ranger patrols), infrastructure (machines, remote telephony etc) and political sensitivities are properly considered and resolved so that charges may be introduced should the need arise.

### **Legal Implications**

29. Section 9 of the City of London (Various Powers) Act 1977 allows the City Corporation to provide parking places for vehicles at Burnham Beeches and to make reasonable charges.

### **Corporate & Strategic Implications**

30. The project ensures that Burnham Beeches will meet the requirement to increase its car park income by £20,000 per annum.
31. Weekday charges as indicated in Option 2 remain a longer term possibility.

### **Conclusion**

32. Burnham Beeches is required to increase its income from car park charges by £20,000 per annum as part of the Service Based Review programme.
33. Any increase in charges is likely to be contentious and carries reputational risk.
34. Option 1 meets the current income target figure and is deliverable within the current resources and given timeframe. It is considered to represent a reasonable charge and will help fund the charitable objects of the Burnham Beeches and Stoke Common charity without impacting on those objects
35. It is recognised that it may be necessary to introduce weekday charges at some point and further research will be carried out to facilitate that process.

### **Appendices**

- EQIA

### **Background Papers:**

Report to Epping Forest and Commons Committee – 7<sup>th</sup> March 2011

**Andy Barnard. Superintendent of The Commons.**

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## Appendix 1 - EQIA Stage One: Initial Screening Assessment Form

This should be used once it has been decided that a specific strategy, policy or project requires an initial screening.

**Name of strategy, project, policy:** Increased Car Park Charges - Weekends and Bank Holidays  
**Department:** Open Spaces - Burnham Beeches  
**Officer/s completing assessment:** Andy Barnard – Superintendent, The Commons  
 Gerry Kiefer. Business manager --Open Spaces Dept.

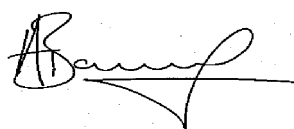
| The strategy, policy or project |  |  |
|---------------------------------|--|--|
| 1.                              | What is the main purpose of the policy?                | Generate income or £20,000 to meet Service Based review commitments  |
| 2.                              | Is the policy affected by external drivers for change? | Yes – see above  |
| 3.                              | List the main activities of the policy?                | Increase the car park charge from £2.00 per day to £3.00 day at weekends & bank holidays at Burnham Beeches.   |
| 4.                              | Who implements the policy?                             | Epping Forest and Commons Committee, Director of Open Spaces and the Superintendent of The Commons   |
| 5.                              | Who will be affected by the policy?                    | All weekend and bank holiday car based visitors to Burnham Beeches   |
| 6.                              | What outcome do you want to achieve, why and for whom? | Generation of income sufficient to meet the £20,000 Service Based Review commitment to ensure the maintenance of jobs and service standards at Burnham Beeches |
| 7.                              | Are any other organisations involved?                  | No – however, benchmarking against other local open space providers has taken place to ensure parity   |
| 8.                              | Are there any existing assessments or inspections?     | Existing car park data.  |
| 9.                              | Who have you consulted on the policy/?                 | Epping Forest and Commons Committee, Burnham Beeches Consultation Group, Staff.  |
| 10.                             | Who are the main beneficiaries of the policy?          | Burnham Beeches and Stoke Common charity   |

| <b>The Impact:</b>   | Tick the boxes which apply for each 'target group' |            |                       |                        |            |  |
|--|--|------------|-----------------------|------------------------|------------|--|
| <b>Equality Target Group</b>   | <b>Positive Impact</b>                             |            | <b>Neutral Impact</b> | <b>Negative Impact</b> |            | <b>Reason/Comment</b>  |
|  | <b>High</b>  | <b>Low</b> |                       | <b>High</b>            | <b>Low</b> |  |
| <b>Gender</b>  |  |            |                       |                        |            |  |
| Women  |  |            | ✓                     |                        |            | The proposal is for an increase in charge for car parking at weekends and bank holidays and therefore impacts equally on all car borne visitors. |
| Men  |  |            | ✓                     |                        |            | As above   |
| Transgender  |  |            | ✓                     |                        |            | As above   |
| <b>Race</b>  |  |            |                       |                        |            |  |
| Asian – Asian Bangladeshi; Asian British; Asian Indian; Asian Pakistani; Asian Other |  |            | ✓                     |                        |            | As above   |
| Black – Black African; Black British; Black Caribbean; Black Other                   |  |            | ✓                     |                        |            | As above   |
| Chinese  |  |            | ✓                     |                        |            | As above   |
| Irish  |  |            | ✓                     |                        |            | As above   |
| Mixed – Asian & White; Black & White; Mixed Other                                    |  |            | ✓                     |                        |            | As above   |
| White – White British; White European Union; White Other                             |  |            | ✓                     |                        |            | As above   |
| <b>Disabled people</b>   |  | ✓          |                       |                        |            | Will remain free and comply with British Standards for disabled parking provision.   |
| <b>Lesbians, gay men and bisexuals</b>   |  |            | ✓                     |                        |            | As above   |
| <b>Older people</b>  |  |            | ✓                     |                        |            | As above   |



| <b>The Impact:</b>                 | Tick the boxes which apply for each 'target group' |            |                       |                        |            |                       |
|------------------------------------|--|------------|-----------------------|------------------------|------------|-----------------------|
| <b>Equality Target Group</b>       | <b>Positive Impact</b>                             |            | <b>Neutral Impact</b> | <b>Negative Impact</b> |            | <b>Reason/Comment</b> |
|                                    | <b>High</b>  | <b>Low</b> |                       | <b>High</b>            | <b>Low</b> |                       |
| <b>Younger people and children</b> |  |            | ✓                     |                        |            | As above              |
| <b>Faith groups</b>                |  |            | ✓                     |                        |            | As above              |

| <b>Further Action</b>  |     |
|--|-----|
| Does the policy have a negative impact on any of the equality target groups?<br>If so, you will need to proceed to Stage 2 | No  |
| Is the negative impact assessed as being of high significance?<br>If so, you will need to proceed to Stage 2               | N/A |
| Is progression to Stage 2: Full Assessment required?   | No  |



Signed (Completing Officer):

Date: 21<sup>st</sup> December 2015



Signed (Departmental Equality Champion):

Date: 21 December 2015

**Actions Arising from Initial Screening**

| Issue | Action Required | Lead Officer | Timescale | Resource Implications | Comments |
|-------|-----------------|--------------|-----------|-----------------------|----------|
|       |                 |              |           |                       |          |
|       |                 |              |           |                       |          |
|       |                 |              |           |                       |          |
|       |                 |              |           |                       |          |
|       |                 |              |           |                       |          |
|       |                 |              |           |                       |          |

## Appendix 4 - EQIA Stage Two: Full Assessment

Name of strategy, project, policy: \_\_\_\_\_

Department: \_\_\_\_\_

Officer/s completing assessment: \_\_\_\_\_

| Part 1   |  |  |
|----------|--|--|
| 1.       | In what areas are there concerns that the policy could have a negative impact?<br>Please tick the relevant group/s opposite                                  | Gender<br>Race<br>Disability<br>Sexual Orientation (including transgender)<br>Age<br>Faith |
| Page 157 | 2. Summarise the likely negative effect  |  |
|          | 3. As a result of this assessment and available evidence, should the City commission research on this issue or carry out further monitoring/data collection? |  |
|          | 4. What consultation has taken place/or is planned with affected equality target groups?   |  |
|          | 5. What consultation/communication has taken place/or is planned with staff?   |  |
|          | Part 2 (to be completed once further consultation and research has been carried out)   |  |
| 6.       | As a result of this assessment and available evidence collected, state what changes are proposed to your policy?   |  |
| 7.       | Will the changes planned ensure that the negative impact is legal and of low impact?   |  |
| 8.       | What monitoring and evaluation will you introduce to further assess the impact of the policy on the equality target groups?                                  |  |

Signed  
(Completing  
Officer): \_\_\_\_\_

Signed  
(Department  
al Equality  
Champion): \_\_\_\_\_

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