



Epping Forest & Commons Committee

Date: MONDAY, 15 MAY 2017

Time: 11.30 am

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

Members: Philip Woodhouse
Sylvia Moys
Barbara Newman
Jeremy Simons
Graeme Smith
Alderman Sir Roger Gifford
Alderman Gregory Jones QC

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 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 the subject of 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. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council dated 27 April 2017.
For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
The Committee are invited to elect a Chairman in accordance with Standing Order 29.
For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
The Committee are invited to elect a Deputy Chairman in accordance with Standing Order 29.
For Decision
6. **MINUTES**
To agree the minutes of the previous meeting.
For Decision
(Pages 3 - 8)
7. **COMMITTEE APPOINTMENTS**
Report of the Town Clerk.
For Decision
(Pages 9 - 12)
8. **RESOLUTION OF THE POLICY & RESOURCES COMMITTEE**
The Committee are invited to receive the resolution.
For Information
(Pages 13 - 14)
9. **OPEN SPACES BUSINESS PLAN 2017/18**
Report of the Director of Open Spaces.
For Decision
(Pages 15 - 64)

10. EPPING FOREST & THE COMMONS RISK MANAGEMENT

Report of the Director of Open Spaces.

For Information
(Pages 65 - 112)

Epping Forest

11. SUPERINTENDENT'S UPDATE

Report of the Superintendent

For Information
(Pages 113 - 128)

12. EPPING FOREST OPERATIONS PROGRAMME FOR 2017/2018

Report of the Director of Open Spaces.

For Decision
(Pages 129 - 138)

13. EPPING FOREST SPORTS CHARGES 2017/18

Report of the Director of Open Spaces.

For Information
(Pages 139 - 158)

14. ANCIENT TREE FORUM CONCORDAT SIGNING

Report of the Director of Open Spaces.

For Decision
(Pages 159 - 164)

**15. EPPING TOWN GREEN - IMPACT OF PROPOSED HIGHWAY IMPROVEMENTS
ON FOREST LAND**

Report of the Director of Open Spaces.

For Decision
(Pages 165 - 176)

16. CHANGES TO DOG CONTROL ORDERS AFFECTING EPPING FOREST

Report of the Director of Open Spaces.

For Information
(Pages 177 - 186)

**17. DEMOLITION OF DISUSED POULTRY SHEDS, WOODREDON ESTATE, EPPING
FOREST**

Report of the City Surveyor.

For Information
(Pages 187 - 190)

Burnham Beeches & the Commons

18. SUPERINTENDENT'S UPDATE

Report of the Superintendent.

For Information
(Pages 191 - 196)

19. UPDATE CONCERNING THE EXTENSION OF DCOS AS PSPOS AT BURNHAM BEECHES

Report of the Director of Open Spaces.

For Information
(Pages 197 - 202)

20. SPORTS AND MISCELLANEOUS CHARGES FOR THE COMMONS

Report of the Director of Open Spaces.

For Decision
(Pages 203 - 206)

21. A REVIEW OF THE CONDITION OF STOKE COMMON SSSI BY NATURAL ENGLAND

Report of the Director of Open Spaces.

For Information
(Pages 207 - 208)

22. THE COMMONS MANAGEMENT PRIORITIES 2017-18

Report of the Director of Open Spaces.

For Decision
(Pages 209 - 216)

23. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

24. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Part 2 - Non-Public Agenda

25. 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

26. NON-PUBLIC MINUTES

To agree the minutes of the previous meeting.

For Decision
(Pages 217 - 218)

27. JUBILEE RETREAT CHANGE OF PROVIDER OF STAFF WELFARE FACILITIES

Report of the Director of Open Spaces.

For Decision
(Pages 219 - 222)

28. EPPING FOREST BUFFER LANDS - ANNUAL AGRICULTURAL HOLDINGS REVIEW

Report of the Director of Open Spaces.

For Decision
(Pages 223 - 230)

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

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

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PARMLEY, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27th April 2017, doth hereby appoint the following Committee until the first meeting of the Court in April, 2018.
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EPHING FOREST & COMMONS COMMITTEE

1. **Constitution**

A Non-Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- 8 Members 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 2017/18**

ALDERMEN

- 1 Sir Roger Gifford
- 1 Gregory Percy Jones, Q.C.

COMMONERS

- 4 (4) Sylvia Doreen Moys
- 20 (4) Barbara Patricia Newman, C.B.E.
- 3 (3) Philip John Woodhouse
- 2 (2) Jeremy Lewis Simons
- 2 (2) Graeme Martyn Smith
- 1 (1) Peter Gordon Bennett
- 1 (1) Caroline Wilma Haines
- 1 (1) Gregory Alfred Lawrence

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

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

- Peter Adams, M.B.E.
- Michael Chapman, D.L.
- Richard Morris, O.B.E.
- Dr. Joanna 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 Consultation Group
 - Epping Forest Consultative Committee
 - West Wickham, Spring Park and Coulsdon Commons Consultative Committee
- (d) expressing views or making recommendations to the Open Spaces and City Gardens Committee for that Committee's allocation of grants which relate to Epping Forest and Commons.

EPPING FOREST & COMMONS COMMITTEE
Monday, 16 January 2017

Minutes of the meeting of the Epping Forest & Commons Committee held at
 Committee Room - 2nd Floor West Wing, Guildhall on Monday, 16 January 2017 at
 11.30 am

Present

Members:

Philip Woodhouse (Chairman)
 Graeme Smith (Deputy Chairman)
 Alderman Sir Paul Judge
 Deputy Stanley Ginsburg
 Sylvia Moys
 Jeremy Simons
 Verderer Peter Adams
 Verderer Jo Thomas
 Verderer Michael Chapman DL
 Verderer Richard Morris

Officers:

Natasha Dogra	- Town Clerk's Office
Sue Ireland	- Director, Open Spaces
Colin Buttery	- Incoming Director, Open Spaces
Andy Barnard	- Superintendent, The Commons
Paul Thomson	- Superintendent, Epping Forest
Martin Newnham	- Department of Open Spaces
Jacqueline Eggleston	- Department of Open Spaces
Jo Hurst	- Department of Open Spaces
Edward Wood	- Comptrollers & City Solicitor's Department
Carl Locsin	- Communications Team

1. APOLOGIES

Apologies were received from Barbara Newman, Catherine McGuinness and Virginia Rounding

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

There were none

3. TERMS OF REFERENCE OF THE COMMITTEE

Committee Members were made aware of minor changes to the names of the consultative groups and committees.

Para 4(a) was reworded to provide clarity that the Buffer Land estates were not subject to the Epping Forest Acts 1878 & 1880.

Resolved - that Members agreed with amendments the terms of reference for the ensuing year.

4. **RESOLUTION OF THE POLICY & RESOURCES COMMITTEE**

Members considered a report of the Town Clerk and Comptroller and City Solicitor regarding the appointment of Sub-Committee Chairmen.

RESOLVED – that when a Chairman does not wish to exercise his/her right to be the Chairman of a Sub-Committee and wishes a specific Member to be appointed, Committees adopt a convention whereby the Chairman submits his nomination for Chairman and/or Deputy Chairman to the service committee for approval.

5. **SCHEDULE OF VISITS 2017**

Resolved – that the Committee noted the schedule of visits for 2017.

6. **MINUTES**

Resolved – that Members approved the minutes of the previous meeting.

7. **SUPERINTENDENT'S UPDATE**

The Committee received the report of the Superintendent of the Commons which updated Members on activities in and around Burnham Beeches and the Commons.

Resolved – that the update be received.

8. **REVIEW REPORT: DOG CONTROL ORDERS AT BURNHAM BEECHES**

Members noted that at the September 2014 meeting of this committee Members approved the introduction of Dog Control Orders (DCOs) at Burnham Beeches commencing 1 December 2014. As part of that approval the Superintendent was required to produce an update report in July 2016 and a 'full review' in January 2017. The purpose of each report being to investigate the impact and effectiveness of DCOs on the site. This report meets that final requirement and summarises the main findings of the data collected during the two year period commencing the introduction of DCOs i.e. 1st December 2014 until 1st December 2016.

The Superintendent brought an error to the attention of Members concerning Appendix 2a, Chart E. That error has subsequently been amended.

Resolved – that the report be received.

9. **FUTURE OPTIONS FOR THE DOG CONTROL ORDERS AT BURNHAM BEECHES**

Members were advised of the future options for the five existing Dog Control Orders ("DCOs") at Burnham Beeches. Members were informed that DCOs have greatly reduced the level of nuisance and serious incidents associated with irresponsible dog ownership. It is not therefore proposed that any of those DCOs should be revoked. All DCOs are in the process of being phased out and replaced by Public Space Protection Orders ("PSPOs"). Any remaining DCOs

will automatically be treated as PSPOs from 20 October 2017 – there is no requirement to take any specific action at that stage. However, PSPOs may not have effect for more than three years, unless extended.

In response to a query it was noted that as the DCOs at Burnham Beeches came into force on 1 December 2014, they must be extended by 30 November 2017, if they are to continue in force. The Committee agreed that the Superintendent should consult on a proposed extension of those Orders, and refer any representations back to your Committee for decision.

Resolved – that Members authorised the Superintendent to consult on extending the effect of the existing DCOs at Burnham Beeches beyond 30 November 2017 as PSPOs.

10. SUPERINTENDENT'S UPDATE

Members received an update from the Superintendent of Epping Forest. Of particular note was the consideration of the City of London Corporation (Open Spaces) Bill by the House of Commons Opposed Bill Committee; the installation of 29 threshold gateway and hub welcome signs across the Forest; the successful award of funding, totalling £120,213, for energy efficiency projects at Epping Forest; work on an Information Sharing Agreement with the Metropolitan Police Service; a comprehensive response to the Epping Forest District Council Local Plan and the successful award of Arts Council Museum Accreditation to The View collection.

In response to a query regarding fly tipping it was noted that one case that had recently been considered by the local Magistrates Court had been acquitted on grounds of lack of evidence. Members of the Committee agreed that this was a disappointing outcome. Officers explained that the burden of evidence is always with the prosecuting authority and while in this case the ownership of the waste was not at issue Magistrates were not convinced with regard to the manner of its deposit on Forest Land.

Members sought reassurance that the 2016 ringworm outbreak in the grazier's Red Poll cattle had been eradicated. The Superintendent noted though ringworm spores can persist, there was currently no active infection in the Longhorn or Sussex herds.

11. EPPING FOREST BUFFER LAND - INTERIM DEER MANAGEMENT ARRANGEMENTS

The Committee noted that a series of objective scientific measures indicate that the continued increase of the Fallow and Reeves Muntjac Deer populations in South West Essex, including the 1,800 acres of City Corporation Buffer Land, are having a damaging impact on the character and wildlife value of Ancient Semi-natural and Local Wildlife Site (LoWS) woodlands; the crop yields of tenant and neighbouring farms and public safety through the rising number of deer vehicle collisions.

The 1998 Deer Management Plan adopted by your Committee for the Buffer Land estates recommended deer culling as the principle method of deer control. Since 2003, the management by culling has been undertaken by private contract. The decision to award the contract to manage the annual deer cull for 2016/17 to a membership-based stalking club has raised animal welfare, ethical and public safety concerns, supported by a 5,510 name petition. Following the “no-fault” termination of the contract, this report outlines recommendations for the interim management of deer on the Buffer Lands by Forest Keepers.

In response to a query Members were informed that although the situation was disappointing an interim measure must be put into place. The change in management arrangements also provide an opportunity to both thoroughly review the current approach based on the 1998 Deer Management Plan, in the light of subsequent survey work, and involve the public through consultation on the most effective way forward for deer management both within the Forest and on the Buffer Land. The change to the current contract has financial and resource implications and, in addition to the loss of future fee-based income, it will require additional spending of £15,000 to operate the cull with in-house staff alongside the reallocation of up to 1,260 hours of operational capacity.

Resolved – that Members approved the interim management of the deer on the Buffer Lands by Forest Keepers who are trained and qualified in accordance with nationally recognised standards, and request that Officer undertake an independent review of current deer management practice. This would involve a full strategic review of deer management options for the City Corporation taking into account the main Epping Forest Buffer Land landscape objectives, to include retaining deer in the environment, protecting natural resources and enhancing landscape management objectives; Members agreed that public consultation should take place on the findings and proposals of any such independent review.

12. EPPING FOREST LICENCE AND PRODUCE CHARGES 2017/18

Members noted that licensing of activity on Forest Land and sales of produce has raised a total of £106,287 so far in the 2016/17 financial year. Produce sales have generated £10,659; horse riding licences raised £17,287; the licensing of regulatory activity realised £35,700 while fairs and circuses produced £42,640.

In line with the pricing formula contained within the Byelaws for the Regulation of Horse riding (2003) it is proposed that Horse Riding Licence Fees are raised by the Retail Price Index (RPI) using the 12 month figure set in October 2016 of 0.7%. Produce charges will remain unchanged as they currently reflect the market value which is projected to remain static over the future year.

In line with the Service Based Review targets for increased income between 2015/16 – 2017/18, a range of proposed increases from 1.2 % CPI; 5% and 10% are presented with a recommendation that charges for all other licences in 2017/18 be raised by a figure of 10%.

Resolved – that Member approved the charges for 2017/18.

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Committee placed on record their thanks to the outgoing Director of Open Spaces Sue Ireland for her 9 years of commitment to the City and to this Committee in particular. Members welcomed her successor Colin Buttery. Members thanked Sue for her dedication to the role and wished her well for the future.

15. EXCLUSION OF THE PUBLIC

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

16. NON-PUBLIC MINUTES

Resolved – that the minutes be approved as an accurate record.

17. CHINGFORD GOLF COURSE CADDIE HOUSE - LETTING

The Committee received a report of the Superintendent of Epping Forest.

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

There were no questions.

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

There was no urgent business.

The meeting ended at 12:40pm

Chairman

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

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Committee(s): Epping Forest and Commons Committee	Date(s): 15 May 2017
Subject: 2017/18 Committee Appointments	Public
Report of: Town Clerk	For Decision
Report Author: Natasha Dogra	

Summary

The Committee is asked to consider its appointments for the next twelve months. Current membership of the various Consultative Committees and Groups as explained in the attached appendix. Provision for appointing an observer from to serve as an observer on the Open Spaces & City Gardens Committee is also referred to. It is expected that this appointment would encompass the strategic Open spaces Capacity of that Committee.

Recommendations

It is **recommended** that:-

1. consideration be given to the appointment and composition of the following Consultative Committees and Groups:
 - **Ashted Commons Consultation Group;**
 - **Burnham Beeches Consultation Group;**
 - **West Wickham, Spring Park and Coulsdon Commons Consultation Group Committee; and the**
 - **Epping Forest Consultative Committee**
2. Consideration be given to the appointment of a representative to the Open Spaces & City Gardens Committee for the ensuing year as a local observer for this Committee.

Main Report

Background

The Committee makes a number of appointments to Consultative Committees and Groups that fall within its remit. Although these are reviewed annually it is within the gift of the Committee to set up groups and working parties as required based on the management of projects being undertaken during the year.

There are a number of outstanding vacancies, which the Committee has struggled to fill in recent years. It should be noted that the current practice of inviting Common Councilmen who are not members of this Committee to help fill some of the vacancies has continued. Similarly, former Common Councilmen have continued to serve on some of these groups as the Committee's representatives. Members may wish to think of ways to re-establishing the link between this Committee and the various groups and sub Committees to which it makes appointments.

Options

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

- The Committee are asked to appoint **the Chairman, Deputy Chairman and three** representatives onto the Ashted Commons Consultation Group.
- The Committee are asked to appoint **the Chairman, Deputy Chairman and two** representatives onto Burnham Beeches Consultation Group
- The Committee are asked to appoint **the Chairman, Deputy Chairman and three** representatives onto the West Wickham, Spring Park and Coulsdon Commons Consultation Group
- The Committee are asked to appoint **the Chairman, Deputy Chairman and three** representatives onto the Epping Forest Consultative Committee
- The Committee are asked to appoint **one** representative onto the Open Spaces and City Gardens Committee.

Implications

There are no financial, legal or risk implications.

Conclusion

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

Contact: *Natasha Dogra* Tel: 020 7332 134 Natasha.dogra@cityoflondon.gov.uk

EPPING FOREST AND COMMONS COMMITTEE- COMMITTEE
APPOINTMENTS 2017/18

EXISTING 2016/17 MEMBERSHIP

Ashtead Commons Consultative Committee

Philip Woodhouse
Graeme Smith
Sylvia Moys
Barbara Newman
Jeremy Simons

Burnham Beeches Consultation Committee

Philip Woodhouse
Graeme Smith
Sylvia Moys
Barbara Newman

West Wickham, Spring Park and Coulsdon Common Consultative Committee

Philip Woodhouse
Graeme Smith
Jeremy Simons
Sylvia Moys
Barbara Newman

Epping Forest Centre Joint Consultative Committee

Philip Woodhouse
Graeme Smith
Verderer Adams
Verderer Chapman
Deputy McGuinness
Sylvia Moys
Jeremy Simons
Stanley Ginsburg

Epping Forest Management Plan Steering Group

Philip Woodhouse
Graeme Smith
Sylvia Moys
Barbara Newman
Deputy McGuinness
+ All Four Verderers

Opens Spaces & City Gardens Committee representative

Verderer Adams

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TO: **EPHING FOREST & COMMONS COMMITTEE**

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 16 March 2017

4. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**

The Committee considered a report of the Town Clerk concerning the process for appointing chairmen of sub-committees.

The Chairman stated that the purpose of a sub-committee was to deal with matters referred to it by its parent committee. It was noted that whilst the Policy and Resources Committee was responsible for governance, without a change to standing orders, its recommendation regarding the appointment of chairmen of sub-committees was on the basis of the adoption of a convention only. Detailed discussion ensued during which the following comments were made:-

- The Chairman advised that the resolution to committees from the December meeting aimed to set a convention which enabled the Chairman of a grand committee who did not wish to chair a sub-committee to identify and nominate for the role another Member with the necessary experience and qualities, for approval of that Committee. In the interests of clarity the initial resolution would have benefited from being circulated with the substantive report.
- Members questioned the need for the convention particularly given the different nature of some committees, for example some were quasi-judicial and therefore required a different approach.
- As the intention of the convention was to clarify the process it might be better for grand committees to set out its approach to appointments in its terms of reference.
- Rather than seeking the adoption of a convention, Committees should be provided with some general guidance instead. Without being too prescriptive, could also include reference to the length of time a chairman could serve. Several Members supported this.

RESOLVED: that the following guidance be given to all Grand Committees:

1. **in the event of a Grand Committee having no prior arrangement or custom in place for the way in which the chairmen of its sub-committees are selected, it should be usual practice for the Chairman of the relevant Grand Committee, should they not wish to serve themselves, to nominate an individual to serve in that capacity for the approval of the Grand Committee; and**
2. **that the term of office of a chairman of a sub-committee would usually be no longer than the term of office of the Chairman of the Grand Committee e.g. three, four or five years, subject to the relevant Grand Committee being able to extend the term of the sub-committee's chairman on an annual basis.**

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Committees:	Dated:
Open Spaces & City Gardens	12 May 2017
West Ham Park	12 May 2017
Epping Forest & Commons	15 May 2017
Hampstead Heath, Highgate Wood & Queen's Park	15 May 2017
Open Spaces & City Gardens	17 July 2017
Subject: Open Spaces & Heritage Business Plan 2017/18	Public
Report of: Colin Buttery, Director of Open Spaces	For Decision
Report author: Esther Sumner, Business Manager	

Summary

Business plans are reviewed annually and cover a three year period. Following incorporation of the Tower Bridge, Monument and Keats House parts of the Culture, Heritage & Libraries Department into the Open Spaces Department on 1 February 2017, the Open Spaces Departmental Business Plan now reflects this broader range of activity under the heading "Open Spaces & Heritage"

The proposed business plan reflects the changes being made corporately to business planning, in particular the renewed focus on outcomes.

This report also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide informal feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

Recommendation

Members are asked to:

- Approve the Open Spaces & Heritage Business Plan

Main Report

Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching mission. This will be achieved by:
 - Identifying the overarching mission and the specific outcomes that support it in the refreshed Corporate Plan;
 - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, and is included in their business plans;

- Enhancing the “golden thread”, such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
 - Developing a culture of continuous improvement, challenging ourselves about the effectiveness of what we do and the value we add.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

Departmental Business Plans

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new standardised high-level summary departmental plans. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.
4. Prior to the March Common Council elections, where meeting dates permitted, departments presented high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department’s capabilities, and a horizon-scan of future opportunities and challenges.
5. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members’ demands for more focussed and meaningful performance measures which concentrate on outcomes and impact rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

Open Spaces & Heritage Business Plan

6. A title of “Open Spaces & Heritage” for the Open Spaces Department’s Business Plan has been adopted to reflect the widening of the department’s activities to include Tower Bridge, Monument and Keats House. Colleagues across the Department have enthusiastically welcomed their new colleagues and the teams are looking forward to closer collaboration and exploring the synergies that exist across the department. It was therefore thought to be helpful to draw the activities of the whole department into a single business plan.
7. The new approach to business planning has required departments to state their ambitions in addition to objectives and activities. The ambitions proposed within the business plan are intended to reflect the full scope and outcomes of our activities and therefore encompass our ecological work, our outcomes for people, our role ensuring that our landscape and heritage assets are both protected and accessible, and the leadership we can contribute within our sectors. The services objectives proposed have been amended from the previous plan to

reflect the broadened scope of the department and to reflect our ambitions. An objective on efficiency, equalities and workforce satisfaction has been included to assist us in meeting our ambitions and focuses on how we are undertaking our activities.

8. A series of performance indicators were developed to support last year's Open Spaces Business Plan. The relevant indicators for Tower Bridge, Monument and Keats House have been drawn into this year's plan. Work is being undertaken to move from output based monitoring to outcomes.

Corporate Plan 2018-23

9. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance.
10. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan a new Corporate Strategy Network of senior officers has been established. Through this network, information on current activities has been gathered from all departments and is being aligned with the high-level departmental plans and the emergent Corporate Plan outcomes.
11. A draft of the Corporate Plan is presented at Appendix 4 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes.
12. Members will have a further chance to comment on the Corporate Plan at Service Committees and in other working groups in the autumn.
13. Formal consultation will also take place with staff, partners and other stakeholders from September.
14. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

Corporate & Strategic Implications

15. Business plans demonstrate the link between the corporate plan and the activities of the department. The Open Spaces Business Plan contributes to:

- SA2: To provide modern, efficiency and high qualities local services, including policing, within the Square Mile for workers, residents & visitors
- SA3: To provide valued services, such as education, employment, culture and leisure to London and the nation
- KPP2: Improving the value for money of our services within the constraints of reduced resources
- KKP4: Maximising the opportunities and benefits afforded by our role in supporting London's communities
- KKP5: Increasing the outreach and impact of the City's cultural, heritage and leisure contribution of the life of London and the nation

16. These relationships are mapped within appendix 1 of the business plan.

Implications

17. **Equalities:** Objective 5 makes specific reference to equalities, and this is being met by the establishment of a new equalities board within the department which will lead on ensuring that our services are accessible and inclusive to all. The department is committed to meeting its obligations under equalities legislation and will facilitate the application of best practice amongst staff.

18. **Finance:** 2017/18 is the final year of the 3 year savings programme which started in 2015/16. The department decided to meet these savings requirements through a projects and programmes approach. This approach is continuing within the department and it intended to use it in continuing to seek further efficiencies. The Department will continue to focus on value for money in terms of economy (how much things cost); effectiveness (the results of our activities) and efficiency (the relationship between cost and outcomes).

19. The Open Spaces Bill is an important component in a number of agreed proposals. The Bill is continuing to progress through Parliament and it has been necessary to substitute some savings in the short term.

Conclusion

20. The Open Spaces & Heritage Business plan demonstrates how the department will meet its ambitions and objectives over the coming years. The Business Plan is being circulated to all relevant Committees during May, before returning to Open Spaces & City Gardens in July to approve any proposed changes.

Appendices

- Appendix 1 - Open Spaces & Heritage High Level Summary Business Plan
- Appendix 2 - Open Spaces & Heritage Business Plan 2017/18
- Appendix 3 – Performance Indicators
- Appendix 4 – Draft Corporate Plan

Appendices 3-6 of the Business Plan are available on request

Esther Sumner

Business Manager, Open Spaces

T: 020 7332 3517

E: esther.sumner@cityoflondon.gov.uk

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Open Spaces & Heritage Business Plan 2016/17-2019/20
2017/18 refresh

CONTENTS

Introduction	1
Context	1
Departmental Structure and Governance	3
City of London Corporate Objectives	4
Key Actions: 2016 to 2021	7
Performance indicators	8
Our People	9
Finances	10
Equalities and Inclusion.....	13
Risk Management	13
Property and Asset Management	13
Energy Efficiency	13
Capital Projects	14
Appendix 1 - Key Actions 2016 to 2021	17
Appendix 3 – Charitable Objectives.....	Error! Bookmark not defined.
Appendix 4 – Committee Governance.....	Error! Bookmark not defined.
Appendix 5 – Vision included with Divisional Plans and Strategies.....	Error! Bookmark not defined.
Appendix 6 – High Level Staffing Structure.....	Error! Bookmark not defined.

Introduction

This year is an exciting year for the Open Spaces & Heritage Department, as the department expanded on 1 February 2017 to include Tower Bridge, Monument and Keats House; and on 1 March 2017, Colin Buttery joined the Department as Director of Open Spaces. To reflect and celebrate this broadened responsibility, this business plan refers to “Open Spaces and Heritage”.

2017/18 is also the last year in which we deliver the savings we committed to deliver over the period 2015/16-17/18. The department chose to deliver its savings through a series of cross cutting programmes that considered issues of service standards, delivery methods, efficiency and effectiveness. These programmes have worked well in allowing us to deliver the required savings but have delivered far beyond this aim in terms of promoting cross departmental working which has allowed staff to share skills, knowledge and experience. There is an on-going need to deliver efficiency savings from 2018/19 onwards, and we will continue to utilise the programme approach to challenge ourselves.

Our mission is to protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible, & welcoming.

Our departmental ambitions are that:

- Our habitats are ecologically thriving, and diverse
- Our places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise are high quality, inclusive and accessible to all
- Our heritage is preserved and we share history and stories through our spaces and buildings
- We provide thought leadership which is grounded in our innovative practices, knowledge and expertise

We will deliver our ambitions and mission through our service objectives and projects, and by fostering a collaborative culture within the department to support the utilisation of expertise and knowledge.

Context

Tower Bridge, Monument and Keats House were moved from the Culture, Heritage & Libraries Department to the Open Spaces & Heritage Department in February 2017. The Department is assessing how to maximise the value of the synergies between our functions and how to make best use of this opportunity to reflect on what services we provide and how we maximise our outcomes.

The City of London Corporation through the Open Spaces & Heritage Department owns and manages 10,930 acres (4,500 hectares) of historic and natural green space in and around London, attracting over 23 million visits each year. These green spaces include Epping Forest, Highgate Wood, Burnham Beeches, Hampstead Heath, West Wickham Common, City Gardens, Queens Park and West Ham Park as well as the City of London Cemetery and Crematorium. These Open Spaces are integral to the service that the City of London offers to the community of London and beyond. The map below shows the location of the City's Open Spaces across London and neighbouring Counties.



Tower Bridge and Monument are also located within the City of London. Tower Bridge is the most famous bridge in the world. It was opened in June 1894 after eight years of construction. Today the Bridge is a Grade 1 listed building. It is both a working bridge and a significant tourist destination. The tourism and hire functions must be managed alongside the statutory requirement to raise the bridge to provide access to and egress from the Upper Pool of London. Tower Bridge Exhibition welcomes around 800,000 visitors each year.

The Monument was built to commemorate the Great Fire which devastated the City of London in 1666. It was designed by Sir Christopher Wren and Dr Robert Hooke and constructed 1671-77. It receives in the region of 200,000 visitors a year.

Keats House is the former home of the Romantic poet John Keats. It is now a museum and poetry centre. It is an independent charity. In 2015/16, Keats House received over 30,000 visitors. The neighbouring building, 10a Keats Grove, is managed by Keats House and houses an independent, volunteer-run, community library service.

Departmental Structure and Governance

The department is comprised of seven divisions:

1. Cemetery and Crematorium
2. Parks and Gardens (West Ham Park and City Gardens)
3. Directorate
4. Epping Forest
5. Hampstead Heath, Highgate Wood, Queens Park and Keats House
6. The Commons (Burnham Beeches, Stoke Common and City Commons)
7. Tower Bridge & Monument

Local Authority Functions, Charitable Trusts and the Bridge House Estate

City Gardens (our green spaces which are located within the boundaries of the City of London) and the Crematorium and Cemetery (which is located on the borough boundaries of Redbridge and Newham) operate as local authority functions and are funded by City Fund.

The other Open Spaces are charitable trusts and are funded by the City of London through City's Cash. Keats House is also a charity funded through City's Cash. There are nine charitable trusts in total and each has its own specific charitable objectives ([appendix 3](#)).

The nine charitable trusts are:

1. Epping Forest
2. Ashted Common
3. Burnham Beeches and Stoke Common
4. Coulsdon and Other Commons
5. West Ham Park
6. Hampstead Heath
7. West Wickham Common and Spring Park
8. Highgate Wood and Queen's Park
9. Keats House

The Monument is funded from City's Cash and generates a surplus.

The maintenance of Tower Bridge is funded from Bridge House Estates. The tourism business at Tower Bridge is also funded from Bridge House Estates. This activity must break even or produce a financial surplus.

Decision Making

The Open Spaces & Heritage Department reports to seven Committees:

1. Open Spaces and City Gardens Committee
2. Epping Forest and Commons Committee
3. Hampstead Heath, Highgate Wood and Queen's Park Committee
4. West Ham Park Committee
5. Port Health and Environmental Services Committee
6. Culture, Heritage & Libraries Committee
7. Planning & Transportation

The Open Spaces and City Gardens Committee provides the strategic direction for the City of London's open spaces. The other open space committees are responsible for the ownership and management of the various open spaces; devising and implementing the City of London's policies as Conservators whilst having due regard to representations made by the relevant consultative committees. The chart below shows the association between the different committees and Open Spaces & Heritage senior officers.

The Culture Heritage & Libraries Committee is responsible for the management of the tourism and events functions at Tower Bridge, the Monument and Keats House. The Planning & Transportation Committee is consulted in regard to the operation of Tower Bridge.

Information about the different committee governance is provided in [appendix 4](#).

City of London Corporate Objectives

The City of London's Corporate Plan 2015-19 is the organisation's main strategic planning document, providing a framework for the delivery of our services.

Vision

The City of London Corporation will support, promote and enhance the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

Core Values

- CV1** The best of the old with the best of the new - Securing ambitious and innovative outcomes that make a difference to our communities whilst respecting and celebrating the City's traditions and uniqueness, and maintaining high ethical standards.
- CV2** The right services at the right price - Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.
- CV3** Working in Partnership - Building strong and effective working relationships - both by acting in a joined-up and cohesive manner, and by developing external partnerships across the public, private and voluntary sectors - to achieve our shared objectives.

Strategic Aims

- SA1** To support and promote The City as the world leader in international finance and business services.
- SA2** To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors.
- SA3** To provide valued services, such as education, employment, culture and leisure, to London and the nation.

Key Policy Priorities

- KPP1** Supporting and promoting the UK financial based services sector throughout the world for the benefit of the wider UK economy.
- KPP2** Improving the value for money of our services within the constraints of reduced resources.
- KPP3** Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.
- KPP4** Maximising the opportunities and benefits afforded by our role in supporting London's communities.
- KPP5** Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation.
- KPP6** Preventing and combating economic crime and fraud throughout the UK.

Elected Members are in the process of revising the Corporate Plan and it is anticipated that the new Corporate Plan will be agreed in March 2018.

Departmental Objectives and Outcomes

The department established five objectives as part of the business planning process. The objectives have been reviewed and amended this year to reflect the changing remit of the department. New actions have been added to reflect the changes to the department and areas of progress.

OSHD1	Protect and conserve the ecology, biodiversity and heritage of our sites.
OSHD2	Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours.
OSHD3	Enrich experiences by providing high quality and engaging, visitor, educational and volunteering opportunities.
OSHD4	Improve the health and wellbeing of the community through access to green space and recreation
OSHD5	Improve service efficiency and workforce satisfaction

Management Plans and Divisional Visions

Many of the open spaces have their own site specific management plans. These describe the important features of each site and some set out a vision and direction for the site's future management. Some divisions also have their own divisional management plan that links to the vision and objectives of the Department and City of London as well as the annual business plan to the day to day management of the division. Tower Bridge and the Monument have a divisional business plan. Keats House has a forward plan for October 2016-March 2020.

[Appendix 5](#) lists the visions arising out of these divisional and site specific management plans.

The Business Plan provides an important strategic link between the goals of the City as set out in the Corporate Plan and the activities of the department. The Business Plan also reflects Management Plans and legislative requirements. The Business Plan focuses on high level strategic issues and priorities whereas divisional plans or business plans set out local issues and operational plans.

An outcomes based approach

The City is moving towards an outcomes based approach for business planning and the revision of the corporate plan. Measuring outcomes is important as it allows us to consider and demonstrate the effectiveness of our work. This will also allow us to identify those practices which are effective and those which need improvement. In order to measure outcomes, we need to be very clear about what we are seeking to achieve.

The indicators which were approved as part of last year's iteration of the Business Plan (2016/17-19/20) were a mix of output indicators (i.e. how many people attended) and outcomes (i.e. did people derive a specific benefit from attending). As this revision of the business plan is further developed, we will be seeking to shift further towards outcomes rather than outputs. Given that measuring outcomes can be extremely

challenging, we anticipate that the process of transition from output to outcomes will take several years. As this plan is developed, we would welcome feedback from staff, Members and stakeholders on our outcomes and our approach to measuring them.

Key Actions: 2016 to 2021

The Department has five objectives which help us deliver our charitable objectives. In order to deliver these over the next five years the following fifteen key actions have been identified. [Appendix 1](#) details the milestones, success measures, lead officers and partners associated with delivery of these actions.

OSHD1: CONSERVE AND IMPROVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES

To deliver this objective we will:

- a) Continue to develop and implement strategies that direct the management of our open spaces
- b) Develop and implement effective water management plans
- c) Develop a long term Wanstead Park conceptual options plan
- d) Deliver the Kenley Revival project
- e) Develop arising opportunities from Museum Accreditation at the View
- f) Evaluate and deliver heritage interpretation and preservation projects to improve visitor experiences and understanding

OSHD2: EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS AND CONTINUOUSLY DEVELOPING INCOME GENERATING ENDEAVOURS

To deliver this objective we will:

- g) Deliver our Programmes and Projects, some of which will deliver the agreed departmental savings
- h) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure
- i) Actively engage in key corporate procurement opportunities
- j) Ensure sustainable and affordable provision of the Cemetery and Crematorium service
- k) Implement the new online/onsite retail strategy and structure at Tower Bridge to increase income
- l) Mitigate the effects of DBE's street scene environmental enhancement works on the tourism business at the Monument throughout 17/18
- m) Progress a stand-alone visitor centre at the Monument to increase admissions and retail income
- n) Develop sustainable income generation opportunities at Keats House

OSHD3: ENRICH EXPERIENCES BY PROVIDING HIGH QUALITY AND ENGAGING, VISITOR EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES

To deliver this objective we will:

- o) Deliver the Learning Programme across the Department
- p) Develop volunteering across our sites

- q) Achieve a new fully accessible learning facility onsite at Tower Bridge
- r) Continuously develop the visitor experience at heritage attractions in terms of content, processes, technology and customer service

OSHD4: IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION

To deliver this objective we will:

- s) Work with partners to create open spaces within the boundary of the City of London
- t) Secure funding and partnerships to deliver improved sport and recreation opportunities and facilities at our open spaces.

OSHD5: IMPROVE SERVICE EFFICIENCY, EQUALITIES AND WORKFORCE SATISFACTION

To deliver this we will:

- u) Ensure the health and welfare of our skilled and motivated staff
- v) Make more effective use of IT and adopt 'smarter' ways of working
- w) Conduct policy reviews to ensure effectiveness and consistency where appropriate in our approaches to key issues
- x) Ensure our green spaces and heritage assets are welcoming, accessible and inclusive to all
- y) Support the development of asset management plans and master plans for each site

Performance indicators

To assist in developing and driving a performance management culture across the service and advance the approach of 'continuous improvement' a number of performance indicators were set. These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year's targets considered against the previous year's annual performance.

32 performance indicators have been proposed. These have been grouped under the Departmental objectives. Behind these Departmental indicators will sit divisional indicators which inform the departmental performance. This range of indicators has expanded on the basket included in the 2015/18 business plan and have been chosen to reflect our broad range of services, the work of our Programmes Boards, finance, workforce development and customer satisfaction.

The performance indicators for 2016/17, 2017/18 and 2018/19 are detailed in [appendix 2](#).

As the City is working towards an outcomes based approach, we will need to adjust our indicators over time so that they focus on outcomes rather than outputs or inputs. The department recognises that in some areas, such as sport, where a facility rather than service is provided, this is particularly challenging. In such cases we may demonstrate outcomes using external research.

Our People

The Open Spaces & Heritage Department currently has over 435 employees. These posts are located across many sites around Greater London and beyond in offices, visitor attractions and depots. The range of roles is varied and captures the diverse array of services that we provide with officers in roles from arborists to administrators, ecologists to estate managers, gravediggers to grazing officers and lifeguards to litter pickers.

The City's appraisal and performance management framework is used to identify the learning and development needs of staff. Learning opportunities are offered through a range of approaches including workshops, courses, seminars, events, continuing professional development, shadowing, mentoring. This may be delivered in-house, on-line or externally.

A workforce plan was developed in 2016, and this will be refreshed to ensure that the Department has an effective workforce that is appropriately skilled to deliver the objectives within this Business Plan. . The Department continues to be committed to Investors in People.

The Department has also started some work to articulate its culture. Initial discussions have suggested a culture based around collaboration; passion for delivery; respect & openness and the importance of a just culture. Further work now needs to be undertaken with colleagues across the department to further understand, articulate and embed these values. A new programme of staff projects in place of the traditional staff conference will be used to distil and embed these values.

The Department is participating in the City of London Apprenticeships programme. It is anticipated that we will recruit to 23 newly created apprentice posts. These roles cover the diverse range of activities within the department, including horticulture, visitor services and administration.

A high level staffing structure is attached at [appendix 6](#).

Volunteering

We wish to encourage a shared sense of ownership over the green spaces we manage. One of the ways we do this is to recognise over 950 volunteers in a variety of activities from litter collection to caring for Dormice. As well as undertaking tasks and roles that support local management plan outcomes, we support volunteers to achieve confidence, wellbeing and connection with green spaces, which enriches our relationship with local communities.

All volunteer roles that support the achievement of departmental aims will be supported by Open Spaces resources and staff. Even unsupervised volunteering that takes place requires investment to develop the skills and experience of the volunteer, and prior agreement of responsibilities to ensure our duty of care. We take a measure of those volunteer hours that are directly supervised, indirectly supervised and unsupervised to value this staff time. In addition to recording volunteer hours, we are moving to focus on the positive impact that volunteer activity has on green spaces, the individual and their community.

Investing in a positive and productive culture of volunteering will enable volunteers to do more, more effectively. It will also broaden Open Spaces sphere of influence; bring insight into the communities with which we work; allow us access to more supporters, partners and funders; and develop us, as an organisation, in line with community and environmental priorities.

Finances

2017/18 is the final year of the 3 year savings programme which started in 2015/16. In meeting these savings, the Department needs to ensure that it is delivering its services in the most efficient and effective way and is increasing opportunities for income generation. A three year programme of savings was identified and these opportunities were be grouped into departmental cross cutting themed programmes. Within each programme a number of specific projects were identified with similar objectives. Over the course of 2015/16 and 2016/17, a number of the programmes have closed down or become business as usual.

The Programmes that Open Spaces proposing to deliver during 2017/18 are:

- Sports Programme
- City of London Corporation (Open Spaces) Bill
- Promoting Our Services Programme
- Energy Efficiency Programme
- Fleet and Equipment Review Programme
- Wayleaves Programme
- Lodges Review Programme
- Fundraising Programme
- Equalities and Inclusion Programme
- Policy Review Programme

Programme Boards were established to monitor progress and co-ordinate project delivery. These Boards include representatives from each impacted division as well as representatives from other relevant departments. Establishing cross-divisional Programme Boards and a project focussed approach to service improvement has begun to lead to officers working more collaboratively and supportively.

The Programmes and Project work continues to encourage and enable staff to share their experience, knowledge and skills. In future years as the organisation's resources reduce there will be an increasing need for staff to respond to internal and external influences. We will need to create new partnerships and secure external funding to develop new opportunities. Our services are likely to go through regular change and we need to manage the expectations of staff, Members and the public accordingly. We will continually be asking staff to challenge the way we

work and why we provide the services we do in the way that we do. We will be asking them to consider how we do things and ask if it could be done differently rather than 'that's how it's always been done'.

The Department will continue to focus on value for money in terms of economy (how much things cost); effectiveness (the results of our activities) and efficiency (the relationship between cost and outcomes). In doing this we will continue to focus/ on our service users and ensuring that our services are accessible, inclusive and welcoming to all. To support this we will complete a Test of Relevance" and if appropriate, an Equality Analysis, when considering any service changes.

Budget 2017/18

CITY CASH									
	Expenditure			Total expenditure	Income			Total income	Net position
	Local Risk	Central Risk	Recharges *		Local Risk	Central Risk	Recharges *		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bunhill Fields	115	0	234	349	0	0	0	0	349
Directorate	454	0	174	628	0	0	-628	-628	0
Epping Forest	4,027	444	2,945	7,416	-1,394	-18	-100	-1,512	5,904
Hampstead Heath	5,467	225	3,541	9,233	-1,195	-1,159	-95	-2,449	6,784
Highgate Wood	417	0	345	762	-51	-5	0	-56	706
Keats House	281	3	229	513	-87	-426		-513	0
Learning	385	0	0	385	-379	0	0	-379	6
Monument	429	0	106	535	-665	0	0	-665	-130
Queen's Park	596	16	344	956	-98	0	0	-98	858
The Commons	1,869	18	1,018	2,905	-343	0	-23	-366	2,539
West Ham Park	779	10	592	1,381	-134	-1	-7	-142	1,239
CITY FUND									
	Expenditure			Total expenditure	Income			Total income	Net position
	Local Risk	Central Risk	Recharges *		Local Risk	Central Risk	Recharges *		
Cemetery & Crematorium	2,889	0	2,306	5,195	-4,656	0	0	-4,656	539
City Gardens	1,379	0	549	1,928	-365	0	-14	-379	1,549
BRIDGE HOUSE ESTATES									
	Expenditure			Total expenditure	Income			Total income	Net position
	Local Risk	Central Risk	Recharges **		Local Risk	Central Risk	Recharges **		
Tower Bridge	5,776	98	1,007	6,881	-5,790	0	-6	-5,796	1,085

* Recharges include all central services - City Surveyor, HR, IT, Procurement, Policy & Democratic Services and Comptroller & City Solicitor

Equalities and Inclusion

The Department aims to ensure that all our services are inclusive, welcoming and accessible to all. The formulation of our policies and delivery of our services needs to be conducted in a manner that is transparent and aligned with the diverse needs of our residents, local businesses, service users and staff. We will deliver on our Public Sector Equality Duty (PSED), created under the Equality Act 2010, to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. We will therefore consider the need to conduct equality analysis as part of the design of our policies and delivery of services.

To improve our understanding of our 'users' we will improve the collection, monitoring and analysis of appropriate equalities data across our sites. This will ensure a greater understanding of the needs of people with different protected characteristics that access and use our services. We will be establishing a programme board to be able to fully consider the impact of our services and policies on groups with protected characteristics, identify gaps in service provision and develop and implement actions to address these. The Equalities Programme Board will lead on this work.

Risk Management

The Open Spaces & Heritage Department manages risk through a Departmental risk register, divisional risk registers and risk assessments. Risks are managed on a divisional basis and each divisional management team is responsible for managing risks locally. Risks are escalated to the Departmental risk register to reflect those risks which cut across divisions, or which would have an impact which would be felt beyond the division. Risks are escalated to the Corporate Risk Register in accordance with the City of London's Risk Management Strategy.

Property and Asset Management

The Open Spaces & Heritage Department is the custodian of the City's open space land, while the City Surveyor is the strategic asset manager and is responsible for the maintenance of the buildings and other built infrastructure.

An operational review of the department's property assets was undertaken in early 2015/16. Each division is continuing to work with City Surveyors to progress the outcome of this review. Officers will continue to assess the Open Spaces portfolio and use of our property to ensure that the assets are being used efficiently and effectively. There was a particular focus on operational buildings in 2016/17, and this work will continue in 2017/18. We will work with the City Surveyors Department to develop Asset Management Plans and Master Plans for each site to support the delivery divisional objectives.

Energy Efficiency

In addition to our departmental Energy Efficiency programme, we will work with the Corporate Energy Board to deliver the emerging Corporate Energy Strategy.

Capital Projects

The table below provides broad information about projects that may require over £50k of capital expenditure in the next five years.

Brief description of potential project	Approx. cost (if known)	Indicative source of funding (e.g. City Fund, City's Cash, External)	Indicative timetable for project	OSH Owner	Corporate Project Group owner
New Cremators at Cemetery and Crematorium	£1 -3m	City Fund (Capital scheme) or lease	2020	Gary Burks	Michael Bradley
Embankment works at Burnham Beeches	£250k	Capital Project	2019/20	Andy Barnard	Roger Adams
Tower Wood Lodge, Burnham Beeches – 20 year plan	£250k	City's Cash	2020	Andy Barnard	Roger Adams
West Ham Park - Playground improvements	£500 - £700k	Part external funding if successful	2017/18	Martin Rodman	Michael Bradley
Landscape improvements for Bunhill Fields Burial Ground	£1-£5 million	External funding submission anticipated to – Parks for People, S106 –Islington	2017 – 19	Martin Rodman	Roger Adams
Churchyard Enhancement Programme in partnership with DBE	£5m +	HLF bid (by Diocese and St. Paul's Cathedral). Part match-funding through CIL (unallocated pot)	2016/17 to 2021/22 Potential for HLF stage 1 in 2017	Martin Rodman	Roger Adams
Tennis court resurfacing at Queen's Park	£90,000	City's Cash in addition to CWP and external funding	As determined by CWP programme	Bob Warnock	Nia Morgan
Lido Infrastructure	£1m	City's Cash	Submit Project Proposal Late 2016.	Bob Warnock	Nia Morgan
"The Hive" – Learning and Volunteering Centre (Ex -Football Changing Rooms)	£200k	City's Cash	2017/18	Bob Warnock	Nia Morgan
East Heath Car Park at Hampstead Heath –Resurface	£330k	City's Cash	2017/18	Bob Warnock	Nia Morgan
Hampstead Heath Play Improvements	£100k	City's Cash	2017/18	Bob Warnock	Nia Morgan

Resurface Hampstead Heath athletics track – 20 year plan	£300k	City's Cash	2016/17	Bob Warnock	Nia Morgan
Repairs to Hampstead Heath Pergola – 20 year plan	£250k	City's Cash	2017/18	Bob Warnock	Nia Morgan
WHP – deliver phase 2 actions from Conservation Management Plan	£1-3m	HLF Parks for people	2019 to 2021	Martin Rodman	Michael Bradley
Works at Wanstead Park, Epping Forest	££5m	Heritage Lottery Fund 'Parks for People' with match funding from City's Cash; CWP: Thames Water, Forest Fund and volunteer time.	2017 – 2022	Paul Thomson	Roger Adams
Wanstead park, Epping Forest – HLF bid by Friends of Epping Forest Parkland for interpretation works	£100K	HLF (Our Heritage)	HLF Stage 1 in February 2017	Paul Thomson	Roger Adams
Hill Wood Car Park, High Beach, Epping Forest	£50k	City's Cash	2017/18	Paul Thomson	Roger Adams
Car Park Charging Infrastructure at Various car parks	£50k	City's Cash	2017/18	Paul Thomson	Roger Adams
Capel Road Sports Pavilion, Wanstead Flats, Epping Forest	£250 to £500k	CWP and Sport England's Inspired Facilities Fund	2017/18	Paul Thomson	Roger Adams
Jubilee Retreat, Epping Forest	£170k	City's Cash and London Marathon Charitable Trust	2017/18	Paul Thomson	Roger Adams
Great Gregories Out wintering Facility	£30k	City's Cash and Heritage Lottery Fund	2017/18	Paul Thomson	Roger Adams
Information Points / Signage and Print Media	£50k	City's Cash and EU LEADER funding	2017/18	Paul Thomson	Roger Adams
Implement recommendations of the Conservation Management Plan, Highams Park, Epping Forest – CS gateway zero capital projects	Up to £10m	City Fund / External. Likely to be part funded by external grants after Wanstead Park applications	2020 – 2022	Paul Thomson	Roger Adams
Park Fencing, Wanstead Park, Epping Forest - CS Gateway zero capital projects	£180 to £350k	City Fund	2019/20	Paul Thomson	Roger Adams
Repairs to Grotto, Wanstead Park, Epping Forest - CS gateway zero	£120k	City Fund	2019/20	Paul Thomson	Roger Adams

capital projects					
'At risk' landscape, Wanstead Park, Epping Forest - CS gateway zero capital projects	£90k	City Fund	2019/20	Paul Thomson	Roger Adams
New fully accessible education centre at Tower Bridge	£350k	Bridge House Funds	2017/18	Chris Earlie	Steven Chandler
Replacement of heating system at Tower Bridge	£600k	Bridge House Funds	2017/18	Chris Earlie	Steven Chandler
New stand-alone visitor centre at the Monument	£1.6m	City's Cash	2018 – 2020	Chris Earlie	Steven Chandler
Keats House access improvements (paths, lighting, toilets)	£65,	City's Cash (CWP)/Community Infrastructure Levy fund	2017/18	Bob Warnock	Steven Chandler
Finsbury Circus Reinstatement	£3M	Cross Rail	2018/19	Martin Rodman	Roger Adams
WHP Nursery Project	TBC	City's Cash	2017 - 2019	Martin Rodman	Michael Bradley

Appendix 1 - Key Actions 2016 to 2021

This appendix shows our fifteen key actions over the next five years that will help us deliver our charitable and Departmental objectives and support the Corporation's achievement of the [Corporate Plan's](#) strategic aims and key policy priorities.

Please see key at bottom of tables.

Objective 1: Conserve and improve the ecology, biodiversity and heritage of our sites						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
a) Continue to develop and implement strategies that direct the management of our open spaces	Development, drafting, consultation and final production of a range of management plans and strategies across the service.	Epping Forest Management Plan to committee for approval – Mid 2017	Epping Forest Management Plan actions being implemented	Epping Forest (EF) Project Officer	EFCC	KPP 3 KPP 5
		West Ham Park Management Plan 2018 - 2022 to Committee for approval - Dec 2017	West Ham Park Management Plan actions being implemented Achieve SBINC status for West Ham Park 2018/19	West Ham Park (WHP) Manager WHP Friends group London Borough Newham	WHPC	KPP 3 KPP 5
		City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	City Gardens Management Plan actions being implemented	City Gardens (CG) Manager	OSCG	KPP 3 KPP 5
		City of London Open Spaces Strategy (SPD) 2020-2025 to committee for approval – April 2020	City of London Open Spaces Strategy being implemented	Planning Officers CG Manager	OSCG	KPP 3 KPP 5

		Bunhill Fields Burial Ground Management Plan to Committee for approval – April 2020	Bunhill Fields Burial Ground Management Plan actions being implemented	CG Manager	OSCG	KPP 3 KPP 5
		Cemetery and Crematorium Conservation Management Plan to Committee for approval – 2017/18	Cemetery and Crematorium Conservation Management Plan actions being implemented	Cem & Crem Superintendent	PH	KPP 3 KPP 5
		Stoke Common Management Plan to Committee for approval – 2018	Stoke Common Management Plan actions being implemented	Conservation Officer	EFCC	KPP 3 KPP 5
		Hampstead Heath Management Plan to committee for approval – Spring 2018	Hampstead Heath Management Plan actions being implemented	NLOS Project Officer	HH	KPP 3 KPP 5
Page 39	Develop and implement effective water management plans	Complete the Hampstead Heath Ponds Project	Planting and landscaping works completed – Oct 2017	Visitor feedback Ecological monitoring	Bam Nuttall NLOS Superintendent Ponds Project Director Highgate Wood & Conservation & Trees Manager	HH KPP 4
	Progress delivery of the Burnham Beeches pond embankments project	Funding routes identified – 2017/18 Funding secured 2018-2020	Funding secured Embankments works delivered to the required standard within budget	Conservation Officer	EFCC	SA 3
c) Develop a long-	To identify and	Conceptual options plan	Committee approval	EF Operations	EFCC	SA3

term Wanstead Park conceptual options plan	prioritise opportunities for capital investment and potential changes in management to conserve, and/or restore many aspects of Wanstead Park	<p>– Autumn 2017 Stakeholder consultation</p> <p>– Autumn 2017 Funding strategy – Autumn 2017</p> <p>Project consultants engaged – Autumn 2017</p> <p>Internal improvement works plan implemented – Autumn 2017</p> <p>Funding obtained - 2019</p> <p>Hydrological and other monitoring activity established - 2019</p> <p>Capital and maintenance works plan prepared – 2019</p> <p>Major capital works tendered and contractors appointed - 2019</p>	<p>received at appropriate stages.</p> <p>Direct works programme initiated.</p> <p>Conceptual Options plan agreed</p> <p>Costed capital and maintenance works plan agreed</p> <p>Funding secured</p> <p>Major capital works contractors appointed</p>	team Built Environment		KPP 3 KPP5
d) Deliver the Kenley Revival project	To conserve the heritage associated with Kenley Airfield and inspire people to learn about, and engage with, the heritage.	<p>Capital conservation works commence June and finish September 2017.</p> <p>Project completion - February 2019.</p>	<p>Structures conserved and removed from the Heritage At Risk Register.</p> <p>10,600 hours of volunteering.</p> <p>Number of visits increased by 19,000 above year 1 baseline.</p>	<p>Head Ranger</p> <p>Kenley Airfield Friends Group</p> <p>Historic England.</p>	EFCC	SA3 KPP 5
e) Develop arising opportunities from Museum Accreditation at	Following Museum Accreditation in 2017, , Complete collections rationalisation	Inventory and condition reports completed – March 2019	<p>Achieve museum accreditation status</p> <p>Visitor Attraction</p>	FCO: Heritage and Interpretation	EFCC	SA3 KPP 5

the View	programme Quantify visitor experience aspects of the museums accreditation		Quality Assurance Scheme awarded for The View	Head of Visitor Services		
f) Evaluate and deliver heritage interpretation and preservation projects to improve visitor experiences and understanding	Implement the next stages of the strategic Tower Bridge Interpretation Plan, which focuses less on mechanical processes and more on the stories, people and local history of the Bridge	Deliver the Engine Rooms content phase of the Tower Bridge Interpretation Plan and initiate the next phase in the Towers Realise the 'Walk of Fame' local heritage project at Tower Bridge	Visitor figures Publicity Income Visitor feedback	Head of Tower Bridge	CHL	

2020-2021

Objective 2 Embed financial sustainability across our activities by delivering identified programmes and projects and continuously development income generating endeavours						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
g) Deliver our Programmes and Projects, some of which will deliver departmental SBR savings	Develop and deliver our Programmes and Projects: <ul style="list-style-type: none"> Sports Programme City of London Corporation (Open Spaces) Bill Promoting Our Services Programme Energy Efficiency Programme Fleet and Equipment Review Programme 	Highlight reports to SLT bimonthly Quarterly reports at OP & CG, WHP, EF&CC, HH,HW&QP committees. 'Four monthly' reports to Port Health and	Greater officer cross divisional /departmental working, sharing of knowledge and experience. Savings achieved: 17/18 = £769k On-going efficiency savings of 2% per	Various Programme Executives and Leads OSPSU SLT Other City Departments:	OSCG WHP EFCC HH PH	KPP 2 KPP 4 KPP 5

	<ul style="list-style-type: none"> Wayleaves Programme Lodges Review Programme Fundraising Programme Policy Review Programme Equalities and Inclusion Programme 	<p>Environmental Services Committee</p> <p>Sept and Jan budget meetings</p> <p>Financial Year End.</p>	annum	Comptroller and City Surveyors Remembrancers' City Surveyors Chamberlains Built Environment Town Clerks		
h) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure	<p>Alternative use realised for West Ham Park Nursery</p> <p>Committee reports for properties identified as surplus for disposal and/or letting</p>	<p>Reports produced for relevant committees.</p> <p>City of London Corporation (Open Spaces) Bill approved – 2018/19</p>	<p>Committee approvals granted.</p> <p>CS identify alternate use and properties removed from OS portfolio</p> <p>Additional income generated from surplus properties</p> <p>Additional burial space created</p>	<p>All Superintendents</p> <p>City Surveyors</p> <p>Remembrancers</p> <p>Comptroller & City Solicitors</p> <p>Local Planning Authorities</p> <p>Chamberlains</p>	<p>OSCG</p> <p>WHP</p> <p>EFCC</p> <p>HH</p> <p>PH</p>	<p>KPP 2</p> <p>KPP 4</p>
i) Actively engage in key corporate procurement opportunities	<p>Active involvement in procurement process for City's new building, repairs and maintenance (BRM) contract</p>	<p>Input into BRM Customer Working Group – regular meetings up until July 2017</p> <p>New contractor on site</p>	<p>Service received from new BRM contract is appropriate and fit for purpose for the needs of Open Spaces</p>	<p>OS Customer working group reps</p> <p>SLT</p> <p>City Surveyors</p>	<p>OSCG</p>	<p>KPP 2</p>

		Review and feedback				
j) Ensure sustainable provision of the Cemetery and Crematorium service	Assess and determine the most efficient and effective way to replace the Crematorium's cremators	Project Gateway submitted – early 2017 for Gateway 1 / 2 Options appraisal completed and funding agreed – 2018/19 Procurement process completed, contract awarded and cremators installed 2020/21	New cremators operational Cremators are fully abated	Cem & Crem Superintendent Chamberlains – City Procurement City Surveyors	PH	SA3 KPP 2 KPP 4
	Complete the soft and hard landscaping on the 'Shoot'	Soft landscaping, planting – 2019 Shoot area being used for burials 2020/2021	Shoot available for burials	Cem & Crem Superintendent	PH	KPP 2 KPP4
k) Implement the new online/onsite retail strategy and structure at Tower Bridge to increase income	Delivery of a new staffing structure and strategy at Tower Bridge to maximise the benefits of the new retail space and to enhance the visitor experience	New posts successfully recruited Retail strategy agreed and implemented Qualitative and financial evaluation at year end	Retail income Visitor experience	Head of Tower Bridge	CHL	SA3 KPP5
l) Mitigate the	Works taking place within	A flexible mitigation	Maintain income	Head of Tower	CHL	SA3

effects of DBE's street scene environmental enhancement works on the tourism business at the Monument throughout 17/18	the piazza will eventually result in an improved immediate environment but the process of works taking place requires mitigation activity to ensure visitors are aware that the Monument is open for business in an attempt to minimise any detrimental impact on income.	plan designed and executed Assess impact on business at regular intervals and adapt planned mitigation activities in response if required	levels to target Visitor feedback levels	Bridge		KKP5
m) Progress a stand-alone visitor centre at the Monument to increase admissions and retail income	Delivery of a standalone visitor centre at the Monument to enhance the visitor experience, tell the story of the monument more effectively and the maximise income	Committee approvals (Gateways 2,3,4) To progress internal (Ctte) and external approval processes, continue to consult with stakeholders and achieve funding for the project.	Visitor numbers Receive planning and Historic England permissions Funding identified and secured Gateway 3/ 4 full options appraisal approved per recommendation	Head of Tower Bridge City Surveyor Historic England	CHL	SA3 KKP5
n) Develop sustainable income generation opportunities at Keats House	Assess and delivery new income opportunities at Keats House	Obtain premises licence in 2017/18 Evaluate and develop private hire offer in 2017/18 Develop retail merchandise 2017/18 Develop members and patrons offer and evaluate scope	Increased external income	Principal Curator	CHL	SA3 KKP5

		for gala fundraising events 2018/19				
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Objective 3: Enrich Experiences By Providing High Quality And Engaging, Visitor, Educational And Volunteering Opportunities						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
o) Delivery of Learning Programme across the Department	Deliver the CBT funded programme 'Green Spaces, Learning Places'	Appoint evaluation consultant to deliver framework - Spring 2017	11,500 people per annum engaged through the programme.	Head of Learning Learning Team RSPB London Youth London Parks and Green Spaces Forum NLOS, EF and WHP Keats House Education Officer	OSCG EFCC WHP HH	SA3 KPP 4 KPP 5
	Develop and implement monitoring and evaluation framework Obtain additional funding to support delivery and development of the Learning Programme	Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019 Develop and implement a fundraising plan - on-going Review of offering across the expanded department	Targets achieved for CBT and reported £763k additional / external funding secured Development and maintenance of partnerships			
p) Develop volunteering across our sites	Create a positive and productive culture of volunteering, linked to activities which achieve departmental outcomes	Volunteering Steering Group established to promote good practice described in Volunteering Vision New volunteer roles	Baseline measures of volunteering contribution established Volunteering targets achieved for	Superintendents Learning Team Kenley Project Keats House	OSCG WHP EFCC	SA 3 KPP 5

		<p>identified and recruited for</p> <p>Staff trained to support volunteers effectively, both directly and indirectly</p> <p>Insurance arrangements for volunteer groups clarified to locate duty of care</p>	<p>externally funded programmes – Kenley Common and Learning Programme</p> <p>High levels of volunteer satisfaction reported</p> <p>Greater emphasis on staff supporting ‘indirectly supervised’ and ‘unsupervised’ volunteer activity.</p>	Interpretation Officers		
Achieve a new fully accessible learning facility onsite at Tower Bridge	Current space not fully fit for purpose in terms of accommodating school/community engagement groups with access needs.	<p>Progress options appraisal through project gateway</p> <p>Begin work on installing and furnishing a new mezzanine level within the Bridge’s South Tower</p> <p>Commence use for January 2018 school term-time.</p>	<p>Number of formal education sessions and community engagement events facilitated</p> <p>Participant feedback</p> <p>Accreditations</p>	Head of Tower Bridge	CHL PSC	SA 3 KPP 5
r) Continuously develop the visitor experience at	Process of evaluation and continuous improvement of the	Review and refresh interpretation displays at Keats House 2019/20	Visitor numbers and feedback	Head of Tower Bridge	CHL	SA 3 KPP 5

heritage attractions in terms of content, processes, technology and customer service	visitor experience at our heritage locations	Major programme of events and activities for Keats anniversaries 2020-2021	External accreditation	Principal Curator of Keats House		
		Deliver a marketing strategy for Keats House and secure marketing resource 2017-18				
		Artist in residence programme at Tower Bridge				
		Facilitate a series of public events in Tower Bridge's bascule chamber				
		Establish a refreshed commercial identity for the tourism business at Tower Bridge and roll out across marketing channels and operational endeavours.				

Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan

Page 48	s) Work with partners to create open spaces within the boundary of the City of London	Installation of a new landscape - Aldgate gyratory	Western section – tree planting and installation of landscaping January 2017 Remaining landscaping - March 2018	Increase of green space to the Eastern quarter of the City Improved air quality Increase of biodiversity opportunities Improved pedestrian and cycling facilities	CG Manager Built Environment	OSCG	SA2 KPP 4
		Reinstatement of Finsbury Circus Garden.	Cafe concession and landscape constructed and built by December 2018	New Finsbury Circus Garden completed on time and on budget Increase in green space Increase in biodiversity opportunities	CG Manager	OSCG	SA2 SA3 KPP 4
		Deliver a programme of churchyard enhancement projects	HLF bid by Diocese/Cathedral - 2017 First tranche of churchyard improvements delivered - 2018	Quality accessible landscapes fit for future City with potential to generate income for partners. Support bidders to deliver to HLF timescales and outcomes	Joint partnership between Diocese, St. Paul's Cathedral, DBE & OSHD	S&W PS OSCG	SA3 KPP4 KPP5
	t) Secure funding and partnerships	Work with partners to secure long term	Capel Road changing rooms refurbishment –	Successful partnership with LTA	WHP Manager QP Manager	OSCG WHP	SA3

to deliver improved sport and recreation opportunities at our open spaces	investment in our sports facilities that encourage our communities to get more active. Develop golf provision at Chingford Golf Course (CGC) through new in-house management	Summer 2017 Refurbish tennis courts at Queens Park – CWP dependent	Increased tennis participation and income across all OS tennis sites Improvements to Capel Road Increased usage and improved 'offer' at CGC	LTA Neighbouring LA's EF Head of Visitor Services City Surveyors Football Association	EFCC HH	KPP 2 KPP 4 KPP 5
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Objective 5: Improve service efficiency and workforce satisfaction						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
6) Ensure the health and welfare of our skilled and motivated staff	Deliver our workforce Plan and liP Action Plans Support the implementation City Well	Departmental learning programme developed – July annually Deliver actions within the Workforce and liP plans - within their identified timelines Establish the Equalities Board and associated programme	Appropriately skilled workforce Increasing levels of staff satisfaction and motivation A more equitable workforce Extensive use of the wellbeing training offer, particularly in relation to mental health awareness	SLT HR Business partner HR & Workforce Planning group Business Manager	OSCG PHES	KPP 2

			Enhanced understanding of user and staff demographics			
v) Make more effective use of IT and adopt 'smarter' ways of working	Support the implementation IT Transformation Programme and new ways of working	New operating system introduced, devise refresh – end 2017 Move from Irish Chambers to Guildhall – timescale to be agreed	Agile working practice adopted where appropriate End user devised refreshed	IT Department City Surveyors	OSCG PHES	SA2 KPP 2
Page 50	Maximise opportunities for web based bookings and End Point of Sale systems	Assess and determine opportunity for on-line pitch bookings – 2017 Online bookings for events – 2017 Review online tennis bookings – April 2017 Partner with CHL in EPOS procurement – March 2017	Operational on-line sports booking systems More efficient management of sports offer Increased on-line sales	IS Department EF Head of Visitor Services Sports Programme Board CHL	OSCG EFCC WHP HH	SA2 KPP 2
w) Conduct policy reviews to ensure effectiveness and consistency where	Departmental approach to be reviewed and a revised framework to be developed	Programme Board established Q217 Programme Plan	Simplified policy framework	SLT		SA3 KPP 2

appropriate in our approaches to key issues		Q217 Policy framework Late 2017				
x) Ensure our green spaces and heritage assets are welcoming, accessible and inclusive to all	The Equalities and Inclusion Programme Board will implement and share best practice	Programme Board established Q117 Programme plan Q117 Data review Q217 Best practice guidance	User feedback Diversity of users Access audits	SLT	OSCG	SA3 KKP 2
y) Support the development of asset management plans and master plans for each site	Asset Management Plans and Master Plans to be developed for each site following an initial pilot, in accordance with the Corporate Asset Management Strategy	Pilot mid-2017	Connection between service outcomes and property management	Superintendents, City Surveyors	OSCG, WHP, EFCC, HH, PH	SA2 KPP 2

Key: SLT = Open Spaces & Heritage Senior Leadership Team
 OSHPSU = Open Spaces & Heritage Programme Support Unit
 LTA = Lawn Tennis Association
 LA's = Local Authorities
 CHL = Culture, Heritage and Libraries

OSCG = Open Space's and City Gardens Committee
 WHP = West Ham Park Committee
 EFCC = Epping Forest and City Commons Committee
 HH = Hampstead Heath, Highgate Wood and Queens Park Committee
 PH = Port Health and Environmental Services Committee
 S&W = Streets and Walkways Sub (Planning and Transportation) Committee
 PS = Projects Sub (Policy and Resources) Committee
 CHL= Culture, Heritage & Libraries Committee

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PERFORMANCE INDICATORS

To assist in developing and driving a performance management culture across the service and enabling staff to plan ahead to deliver ‘continuous improvement’, 32 performance indicators have been set. □
These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year’s targets considered against the previous year’s annual performance

ALL DIVISIONS										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	15 green flag sites overall band scores 53% = 80+ 27% = 75 – 79 20% = 70 - 74	Esther Sumner	Same as 2015/16		15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74	
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	12 Green Heritage Awards	12 Green Heritage Awards	11 Green Heritage	Esther Sumner	12 Green Heritage Awards		13 Green Heritage Awards	
PI 3	Achieve our Departmental net local risk budget.	Annual	Underspend of £885,000	Original Budget £10,347,000	TBC	Esther Sumner	£9,578,000		£9,578,000	
PI 8	Reduce utility consumption (electric)	Annual	323,951	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears	2.5% reduction on 2016/17 performance		2.5% reduction on 2017/18 performance	
PI 8	Reduce utility consumption (gas)	Annual	125,461	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears				
PI 9	Reduce fuel consumption (red and white diseal)	Annual	6665	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears	5% reduction on 2016/17 performance		5% reduction on 2017/18 performance	
PI 9	Reduce fuel consumption (petrol)	Annual	968	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears				
PI 9	Reduce fuel consumption (small fuels)	Annual	4356	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears				
PI 10	Increase electricity generation	Annual	2450	Two additional buildings generating 50KWH each	TBC	Jonathan Mears	A further two additional buildings generating 50KWH each		A further two additional buildings generating 50KWH each	
PI 14	Increase the amount of directly supervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline	Directly and indirectly combined: 43,140	Andy Thwaites & Julia Makin	2016/17 performance plus 5%		2017/18 performance plus 5%	
	Increase the amount of indirectly supervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline		Andy Thwaites & Julia Makin				
PI 15	Increase the amount of unsupervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline	16,401	Andy Thwaites & Julia Makin	2016/17 performance plus 5%		2017/18 performance plus 10%	
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the ‘overall rating’ of the open space as ‘very good or excellent’.	Annual	2015 = 69%	75%	88%	Esther Sumner	2016/17 performance plus 5%		2017/18 performance plus 5%	

PI 20	Increase the number of 'visitors' to the Open spaces webpages.	Annual	534,728	2015/16 performance plus 10% = 588,201	558,592	Esther Sumner	2016/17 performance plus 10%		2017/18 performance plus 10%	
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	6 monthly	Feb 15 to Jan 16 = 71%	80%	Feb 15 to Jan 16 = 62%	Alison Grayson / HR Dashboard	83%		86%	
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Quarterly	Feb 2015 to Jan 2016 = 3.6 days Short-Term FTE Working Days Lost per FTE	3.45 days FTE Working Days Lost per FTE	Feb 2015 to Jan 2016 = 3.72 days Short-Term FTE Working Days Lost per FTE	Alison Grayson / HR Dashboard	3.3 days FTE Working Days Lost per FTE		3.2 days FTE Working Days Lost per FTE	
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Quarterly	Feb 2015 to Jan 2016 = 2.43 days Long-Term FTE Working Days Lost per FTE Long-Term FTE Working Days Lost per FTE	2.4 days FTE Working Days Lost per FTE	Feb 2015 to Jan 2016 = 2.68 days Long-Term FTE Working Days Lost per FTE Long-Term FTE Working Days Lost per FTE	Alison Grayson / HR Dashboard	2.35 days FTE Working Days Lost per FTE		2.30 days FTE Working Days Lost per FTE	
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Annual	90.22%	92%	Survey not undertaken	Esther Sumner / Oliver Sanandres	94%		95%	

SPORTS BOARD										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 16	Increase the amount of tennis played across our sites.	6 monthly	WHP: 1000 adults 500 by concessions.	WHP: increase court hours used by 65% = 2475 hrs	TBC	Declan Gallagher / Lucy Murphy	WHP: increase court hours used by 40% on 2016/17 actual		WHP: increase court hours used by 25% on 2017/18 actual	
			Parliament Hill: 6523 Adults 3799 Concessions	Parliament Hill : Adults 5% = 6849 hrs Concessions 5% = 3899	Parliament Hill: 6,677 Adults 4,266 Conc U/K 591		Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual		Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual	
			Golders Hill Park: Adults 1734 Concessions 914	Golders Hill Park: Adults 5% = 1820 Concessions 5% = 960	Golders Hill Park: Adults 1306 Conc 798		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual	
			Queens Park: 2960 Adults 785 Concessions	Queens Park: Adults 5% = 3108 Concessions 5% = 824	Queens Park: 3585 Adults 585 Conc U/K 439		Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual		Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual	
PI 17	Increase the amount of football played across our sites.	6 monthly	WHP = 59 bookings to end of football season.	WHP increase bookings by 10% on 2015/16 actual = 65 bookings	TBC	Declan Gallagher / Lucy Murphy / Jacqueline Egglestone	WHP increase bookings by 5% on 2016/17 actual		WHP increase bookings by 5% on 2017/18 actual	
			3260 bookings to end of football season.	Epping maintain bookings at 2015/16 level = 3260	TBC		Epping increase bookings by 2% on 2016/17 actual		Epping increase bookings by 5% on 2017/18 actual	
			Heath Extension = Adult 2 bookings Junior 102 bookings	Heath Extension increase adult bookings by 5% = 2 bookings. Maintain level of junior bookings at 2015/16 actual = 102 bookings	TBC		Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2016/17 actual		Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2017/18 actual	
			Parliament Hill = Adult & concession 15 bookings	Parliament Hill increase adult and concession bookings by 5% on 2015/16 actual = 16 bookings	TBC		Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual		Parliament Hill increase adult and concession bookings by 5% on 2017/18 actual	

			Highgate Wood = Adult 48 bookings	Highgate Wood increase adult bookings by 5% on 2015/16 actual = 51 bookings	TBC		Highgate Wood increase adult bookings by 5% on 2016/17 actual		Highgate Wood increase adult bookings by 5% on 2017/18 actual	
PI 18	Increase the number of golf visits at Chingford Golf Course.	6 monthly	2014/15 the recorded number of visits was 22,000	Establish a baseline figure	TBC	Jacqueline Egglesstone	Increase 2016/17 baseline figure by 5%		Increase 2017/18 performance by 5%	

CEMETERY AND CREMATORIUM										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	4 monthly	6.90%	2015/16 performance plus 0.4% = 7.03%	TBC	Gary Burks	2016/17 performance plus 0.5%		2017/18 performance plus 0.5 %	
PI 5	Increase the number of burials	4 monthly	866	2015/16 performance plus 2.5% = 888	868	Gary Burks	2016/17 performance plus 2.5%		2017/18 performance plus 2.5 %	
PI 6	Increase the number of cremations	4 monthly	2519	2015/16 performance plus 1.5% = 2557	2540	Gary Burks	2016/17 performance plus 1.5%		2017/18 performance plus 1.5%	
PI 7	As a minimum, achieve local risk Cem & Crem inc	4 monthly	Over achievded income by £384,000	Original Budget (£4,470,000)	Projecting over achievement of income	Gary Burks	(£4,521,000) 16/17 original budget plus £51k SBR saving)		-£4,521,000	

LEARNING PROGRAMME										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 11	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	6 monthly	Not Applicable - new measure	70% of participants surveyed	86% of participants surveyed	Grace Rawnsley	80% of participants surveyed		85% of participants surveyed	
PI 12	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	6 monthly	Not Applicable - new measure	50% of participants surveyed	93% of participants surveyed	Grace Rawnsley	60% of participants surveyed		70% of participants surveyed	
PI 13	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	6 monthly	Not Applicable - new measure	40% of participants surveyed	45% of participants surveyed	Grace Rawnsley	50% of participants surveyed		55% of participants surveyed	

TOWER BRIDGE AND MONUMENT										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 25	To achieve the overall income target for Tower Brigde	6 monthly	£5,886,708	£5,100,000	£6,144,718	Chris Earle	£5,790,000		TBC	
PI 26	To achieve the overall income target for Monument	6 monthly	£596,351	£622,000	£513,479 (closed for a significant period for unexpected essential works)	Chris Earle	£665,000		TBC	
PI 27	Visitor numbers at Tower Brigde Exhibition	6 monthly	803,398	750,000	834,130	Chris Earle	800,000		TBC	

PI 28	Visitor numbers at Monumnet	6 monthly	221,050	270,000	176,000 (closed for a significant period for unexpected essential works)	Chris Earle	245,000		TBC	
PI 29	Achievement of Customer Care standards at the Tower Bridge Exhibition	6 monthly	94%	90%	94%	Chris Earle	90%		TBC	

KEATS HOUSE										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 30	To increase visitor numbers by 3%	6 monthly	House: 20,662 Total inc. garden estimate: 32,641	House: 21,281 Total inc. garden estimate: 33,620	House: 22,005 Total inc. garden estimate:	Vicky Carroll	TBC		TBC	
PI 31	Increase revenue through retail and private hire by 5%	6 monthly	Retail: £16,700 Hire: £12,283	Retail: £18,370 Hire: £13,511	Retail: £6,746 Hire: £17,933	Vicky Carroll	TBC		TBC	
PI 32	To maintain high or increase Net Promoter Score as an indication of customer satisfaction	6 monthly	73	>73	TBC	Vicky Carroll	TBC		TBC	

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We protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible & welcoming

Our ambitions are that:

- Our habitats are ecologically thriving and diverse 🍀
- Our places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise are high quality, inclusive and accessible to all 🌟
- Our heritage is preserved and we share history and stories through our spaces and buildings 🌟
- We provide leadership which is grounded in our innovative practices, knowledge and expertise ⭐

What we do is: Protect and provide access to green space, preserve heritage, share the story of London, and provide valued and affordable burial and cremation services in a beautiful heritage environment:

	Expenditure (£000)	Income (£000)	Net cost (£000)
City Gardens	2277	379	1898
Epping Forest	7416	1512	5904
Hampstead Heath, Highgate Wood, Queen's Park & Keats House	11464	3116	8348
Monument	535	665	-130
The Commons (Burnham Beeches, Stoke Common and City Commons)	2905	366	2539
Tower Bridge	6881	5796	1085
West Ham Park	1381	142	1239
City of London Cemetery & Crematorium	5195	4656	539
Total	38054	16632	21422

Our budget is:

Service Objectives:

- Protect and conserve the ecology, biodiversity and heritage of our sites. 🍀🌟⭐
- Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours. ⭐
- Enrich experiences by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities. 🌟⭐
- Improve the health and wellbeing through access to green space and recreation 🌟 ⭐
- Improve service efficiency and workforce satisfaction ⭐

Corporate programmes and projects

- Ensure efficient use of property and reduction in maintenance costs (Operational Property Review) ⭐
- Introduce more effective ways of working (Accommodation & Ways of Working Programme) ⭐
- Support the development of asset management plans and master plans for each site ⭐

What we'll measure:

Service outcomes

- Ecological condition 🍀
- Visitor experience 🌟
- Green Flags and Green Heritage awards 🍀🌟🌟
- Knowledge of learning participants 🌟
- Intention of learning participants to visit again 🌟
- Volunteering participation and experience 🌟
- Condition of heritage assets 🌟🌟

Departmental programmes and projects

- Ensure our services are inclusive, accessible and welcoming to all (Equalities Board) ⚡
- Continuously develop the visitor offer at the department's heritage attractions in terms of content, processes, technology and customer service ⚡*
- Increase participation and improve management of sports (Sports Programme) ⚡
- Protect our open spaces and generate income from Wayleaves Programme*
- Develop and deliver fundraising options (Fundraising Board) *
- Increase income generation and ensure appropriate and transparent charging (Promoting our Services Programme) *
- Deliver opportunities arising from improved management capability from the Open Spaces Bill *
- Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme) *
- Reduce fleet operating and maintenance costs (Fleet Programme) *

How we plan to develop our capabilities this year

- Improve our understanding and demonstration of impact, including improving the collection and utilisation of appropriate and informative data ⚡*
- Review and improve our approach to consultation and engagement ⚡
- Embrace and implement new technologies to modernise and enhance business processes ⚡
- Structured approach to reviewing of departmental policies ☆
- Participate in sector research and share expertise ⚡
- New department – develop our synergies, improve practices, welcome new comers ☆
- Culture – focusing on departmental collaboration and sharing of expertise ☆

What we're planning to do over the following years

- Explore and develop options for Wanstead Flats and Bunhill Fields ⚡*
- Establish a fully accessible education facility at Tower Bridge ⚡*
- Achieve a stand-alone visitor centre at the Monument ⚡*
- Develop the cultural profile of the department's heritage attractions ⚡*
- Use GIS to support management of sites and enhance visitor information ⚡
- Develop and implement a fundraising strategy for the parts of the department operating as Charitable Trusts ⚡*
- Develop a sustainable model for delivering learning ⚡*
- Complete the process of land registration ⚡

What we'll measure:

Service outputs

- Number and market share of burials and cremations *
- Sports played and efficiency of use: tennis, golf, football ⚡
- Customer service standards ⚡*

Operational

- Accreditations *
- Staff satisfaction *
- H&S accident investigation*
- Sickness absence *
- Utility consumption*
- Electricity generation*
- Website visits and social media engagement ⚡

Financial

- Income*

Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

Shape the future City

By strengthening its connectivity, capacity and character

Secure economic growth

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

People

- People live enriched lives and reach their potential
- People enjoy good health and well-being
- People enjoy our thriving and sustainable public spaces
- People are safe and feel safe

Place

- The Square Mile is the ultimate co-working space: flexible, secure and inspiring
- The Square Mile is digitally and physically well-connected and responsive
- The Square Mile is known for world-leading culture and creativity
- The Square Mile has outstanding public spaces, retail, leisure and hospitality

Prosperity

- The City has the world's best access to global markets and regulatory framework
- The City is the global hub for business innovation – new products, new markets and new ways of doing business
- The City nurtures and has access to the skills and talent it needs to thrive
- The City's activities at home and abroad are known to benefit society and business

Draft Corporate Plan 2018 - 23

What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

Committee:	Date:
Epping Forest & Commons	9 May 2017
Subject: Epping Forest & The Commons Risk Management	Public
Report of: Director Open Spaces	For Decision
Report Author: Esther Sumner, Business Manager	

Summary

This report provides the Epping Forest & Commons Committee with an update on the management of risks faced by the Open Spaces Department and the Epping Forest and The Commons divisions in particular. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The department has previously reported on six departmental risks. The departmental risk register was reviewed when the department was expanded to include Tower Bridge, Monument and Keats House but it was felt that the risks associated with these sites did not need to be escalated to the departmental level. There are 14 risks for Epping Forest and six for The Commons.

Departmental risks:

OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public
 OSD 002 - Extreme weather
 OSD 004 - Poor repair and maintenance of buildings
 OSD 005 - Animal, plant and tree diseases
 OSD 006 - Impact of housing and/or transport development
 OSD 007 – Maintaining the City's water bodies

Your Committee is responsible for five Registered Charities: Epping Forest (charity number 232990), Ashted Common (charity number 1051510), Burnham Beeches (charity number 232987), Coulsdon & Other Commons (charity number 232989) and West Wickham & Spring Park (charity number 232988). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members are asked to:

- Note the risk scoring grid at Appendix 1
- Note the Departmental risk register outlined in this report and at Appendix 2
- Approve the Epping Forest risk register included within Appendix 3.

- Approve The Commons risk register included within Appendix 4

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Open Spaces Committee is presented with relevant risk registers to fulfil this requirement. Although the Charity Commission requires an annual consideration of risks as a minimum, the City's internal policies recommend a quarterly consideration. The Open Spaces Department presents full risk registers to committee twice a year and provides interim updates as part of the Business Plan progress report.

Current Position

4. Appendix 2 shows the Departmental risks. Officers are undertaking a range of actions at a divisional level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the divisional risks. Appendix 3 and 4 provide the detail of the Epping Forest and The Commons divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.

Epping Forest

5. There are 14 risks identified across Epping Forest. There are six red risks:
 - EF 002: Decline in Assets condition
 - EF 007: Pathogens
 - EF 008: Invasive Non Native Species (INNS)
 - EF 010 Development Consents close to Forest Land
 - EF 012 Loss of Forest Land and/or concession of perspective rights
 - EF 016 Financial management and loss of income
6. The remaining nine risks are amber.
7. The detail of the individual risks is shown in Appendix 3.

The Commons

8. There are six risks identified across The Commons. There are three red risks:
 - TC 002 Local Planning Issues

- TC 004 Tree Diseases and Other Pests
 - TC 007 Rural Payment Agency Grants
9. The remaining three risks are amber. The division is also managing green risks at service level and these are not reported to Committee.
10. The detail of the individual risks is shown in Appendix 4.

Corporate & Strategic Implications

11. The divisional risk register reflects the Open Spaces Department's five objectives as set out in the departmental business plan:
- Protect and conserve the ecology, biodiversity and heritage of our sites
 - Embed financial stability across our activities by delivering identified programmes and projects
 - Enrich experiences by providing a high quality and engaging visitor, educational and volunteering offer
 - Improving the health and wellbeing of our communities through access to green space and recreation
 - Improve service efficiencies, equalities and workforce satisfaction
12. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk. This support the departmental Business Plan which delivers aspects of the City of London's corporate plan.

Conclusion

13. The need to systematically manage risk across the Department and at a divisional level for Epping Forest and The Commons is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – Epping Forest Risk Register
- Appendix 4 – The Commons Risk Register

Esther Sumner, Business Manager

T: 020 7332 3517

E: esther.sumner@cityoflondon.gov.uk

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Appendix 1:

City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that rating.

Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Impact Criteria

Impact Title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Scoring Grid

		Impact			
Likelihood	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

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OS Departmental Detailed Risk Report

Report Author: Esther Sumner

Generated on: 19 April 2017



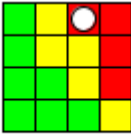
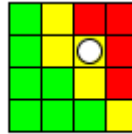

Rows are sorted by Risk Score

Code & Title: OSD Department of Open Spaces Risk Register 6

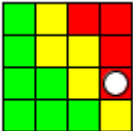


Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Pests and Diseases 10-Mar-2015 Colin Buttery	<p>Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p>Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth</p> <p>Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. invasives</p>	 Likelihood	16 Impact	Pests and diseases continue to be a concern due to the spread of OPM and the presence of ramorum. 10 Apr 2017	 Likelihood	6 Impact	31-Mar-2019	 Increased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
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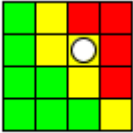
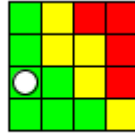

OSD 005 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 007 OSD EF 008 OSD NLOS 004 OSD P&G 004 OSD TC 004	Measures to address Ramorum are being taken at Epping Forest. This is being delivered locally and monitored by their local risk registers.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	20-Dec- 2016	01-Apr- 2019
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of Housing and/or transport development 10-Mar-2015 Colin Buttery	Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities Event: Major development near an open space Impact: Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.	Likelihood  Impact	16	Planning issues at the boundaries of our sites are actively monitored across the department. 17 Mar 2017	Likelihood  Impact	12	31-Mar-2019	 Increased Risk Score

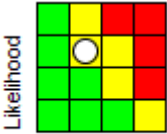
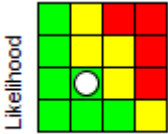

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 006 d Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 010 OSD P&G 007 OSD TC 002 OSD NLOS 011	Officers continue to monitor this divisionally.	Andy Barnard; Martin Rodman; Paul Thomson	20-Dec-2016	01-Apr-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies 25-Oct-2016	The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010. Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach. For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage.	 Likelihood Impact	16	This remains a red risk as Wanstead Park has been designated as high risk and there are actions required to improve the response at Highams Park Lake following the Emergency Plan test. 05 Apr 2017	 Likelihood Impact	8	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 007 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 004 OSD TC 006	Actions monitored divisionally.			Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	20-Dec-2016	31-Mar-2018
OSD 007 b Divisional delivery of reservoir safety in conjunction with the City Engineers	Divisional risk and actions will be further developed to deliver reservoir safety considering the following: - Monitoring of dam condition and safety - Identifying required works, budgets, project progression - Emergency plans and warning systems as appropriate - Ownership and shared ownership	Safety monitoring is being conducted on a divisional basis with the City Engineers.			Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	20-Dec-2016	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 004 Poor Repair and Maintenance of buildings 10-Mar-2015 Colin Buttery	Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.	Likelihood  Impact	12	Regular meetings are held with surveyors. New BRM contract starts in July 19 Apr 2017	Likelihood  Impact	2	31-Mar-2019	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD 4 e Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 002 OSD CC 003 OSD NLOS 008 OSD P&G 002 OSD TBM 006 OSD KH 003	Actions delivered locally and monitored departmentally		Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	06-Apr-2017	01-Apr-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public 10-Mar-2015 Colin Buttery	Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, volunteers, staff or a contractor	 Likelihood	6	The department continues to utilize the H&S Improvement Group to facilitate improved practices. Tower Bridge and Keats House have been integrated into this system. 19 Apr 2017	 Likelihood	4	01-Apr-2018	 Decreased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 001 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 001 OSD CC 001 OSD TC 001 OSD NLOS 006 OSD P&G 001	Risk actions monitored at Health & Safety Improvement Group and implemented divisionally.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	20-Dec-2016	01-Apr-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 002 Extreme weather 10-Mar-2015 Colin Buttery	Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change Event: Severe weather at one or more site Impact: Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	 Likelihood	6	Plans for the winter period were effective. The sites are now preparing for the summer 19 Apr 2017	 Likelihood	6	31-Mar-2019	 Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 2 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 009 OSD P&G 005 OSD NLOS 003 OSD TC 005	Processes for monitoring weather and providing advance warning to the public are now established. Reviews of procedures followed the various winter storms and divisions adapted their approach in light of findings.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	12-Mar-2015	31-Mar-2019

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OSD EF Detailed Risk Report


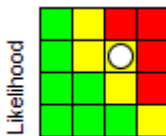

Report Author: Esther Sumner

Generated on: 19 April 2017




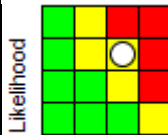

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Code & Title: OSD EF Epping Forest 14

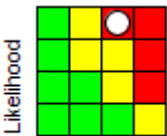
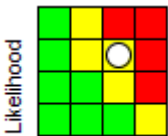

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 002 Online in Assets condition 19-Aug-2015 Paul Thomson	Causes: Poor maintenance, failure to implement recommendations. Event: Failure to meet statutory regulations and checks. Buildings deteriorate to unusable/unsafe condition. Impact: Poor condition of Assets, loss of value, cost of repair. Fines from Local Authority, and other statutory bodies.	 Likelihood Impact	24	No significant change in funding or contract management leaving the risk at the same level. 18 Nov 2016	 Likelihood Impact	12	31-Aug-2017	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 002 a Forest asset register	Creation of a forest hydrological asset register for city surveyors	still awaiting decision			Geoff Sinclair	18-Apr-2017	10-Sep-2017
OSD EF 002 b Forest furniture	Database to be created by CS Creation of maintenance plan of all forest furniture and	Operations team updating own database of inspections on reportable structures currently dragons teeth and height barrier			Martin Newnham;	18-Apr-2017	28-Dec-2017

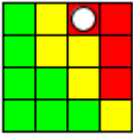
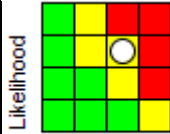

audit and maintenance	then implement actions arising from plan		Geoff Sinclair		
OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site	Asbestos Management Plan created and implemented for all buildings at EF. Ongoing works and checks. Awaiting completion of all legionella management works	Jo Hurst	18-Apr-2017	30-Nov-2017
OSD EF 002 e Annual building inspections	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually	2016 completed awaiting action report	Jo Hurst	18-Apr-2017	17-Dec-2017
OSD EF 002 f AWP	20 year programme of investment and maintenance of all built assets. Review annually.	awaiting final document for Bid 2018/2019	Jo Hurst	18-Apr-2017	26-Nov-2017
OSD EF 002 g Upkeep of Great Gregories farm	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep if the building.	discussions with business manager and superintendent to create maintenance budget line	Jeremy Dagley	18-Apr-2017	30-Sep-2017
OSD EF 002 h Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	Currently under costed review	Jo Hurst	18-May-2016	31-Jul-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 007 Pathogens 19-Aug-2015 Paul Thomson	Causes: Lack of adequate controls on international trade encourages transmission of pathogens; inadequate site biosecurity; and spread of novel pathogens responding to changes in climate presence of suitable hosts. Event: Sites become infected by pathogens causing diseases which lead to the decline or loss of key species Impact: loss or decline of key species; temporary site closures; increased costs for biosecurity, monitoring and reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood Impact	16	Due to rise in SOD cases 18 Apr 2017	 Likelihood Impact	12	31-Mar-2018	 No change

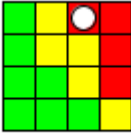
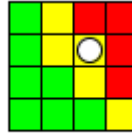

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	ongoing			Geoff Sinclair	18-Apr-2017	08-Apr-2018
OSD EF 007 b Leaves miner moth on horse chestnut	Trial inoculation of infected trees to be undertaken by specialist contractor	Process was not successful			Geoff Sinclair	19-May-2016	30-Jun-2015
OSD EF 007 c Survey Oaks for Acute Oak Decline	Yearly inspection of 600 of the ancient oaks across the centre of the forest. Annual activity.	ongoing inspection			Jeremy Dagley	18-Apr-2017	31-Dec-2017
OSD EF 007 d Sudden Oak Death	Yearly inspection of all Rhododendron and Larch. Tender of Larch removal. To be done yearly	SOD found at Wanstead park in Rhododendrons			Jeremy Dagley	18-Apr-2017	15-Apr-2018
OSD EF 007 e Biodiversity policy	Need to develop a biosecurity policy and then implement.	Have discussion and create plan for biosecurity feasibility of implementation			Jeremy Dagley	19-May-2016	16-Oct-2017
OSD EF 007 f Pennywort removal	Removal of Pennywort in Wanstead Park	ongoing spraying and monitoring				18-Apr-2017	08-Apr-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 008 Invasive Non Native Species (INNS) 19-Aug-2015 Paul Thomson	Causes: Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest Event: Sites become occupied by INNS which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some INNs have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a) Impact: loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.	 Likelihood Impact	16	Risk is staying at the same despite works to eradicate SOD at Warren plantation 19 Apr 2017	 Likelihood Impact	12	01-Apr-2018	 No change

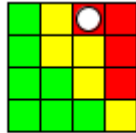
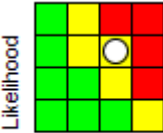

Task no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 008 a Biosecurity training	Biosecurity training for all surveying staff	training undertaken			Martin Newnham	18-Apr-2017	30-Nov-2016
OSD EF 008 b INNS monitoring	Monitor on a very regular basis and react to issues identified as and when. Ongoing	ongoing			Jeremy Dagley; Martin Newnham; Geoff Sinclair	18-Apr-2017	01-Apr-2018
OSD EF 008 c INNS policy	Develop an INNS policy	JRD attended webinar fro CIEEM			Jeremy Dagley	18-Apr-2017	01-Jul-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 010 Development Consents close to Forest Land 19-Aug-2015 Paul Thomson	Causes: Lack of suitable protections in EF Acts; Planning Authorities obligations to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of resources to employ specialist support or carry out necessary monitoring/research Event: Large housing; transport infrastructure or other developments on land affecting Epping Forest. Impact: Change in character to the context and setting of Forest Land. Potential increase in visitor numbers and recreational pressure. Increased in air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network.	 Likelihood	16	No change in the risk 18 Nov 2016	 Likelihood	12	31-Mar-2018	 Increased Risk Score

Task no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 010 a Local authorities/Cou nties Local Plans and Core Strategies	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.		Jeremy Dagley		31-Dec-2017
OSD EF 010 b Natura 2000/Special Area of Conservation (SAC)	Agree a joint approach with Natural England and responses to development pressure on SAC	joint approach meeting in May 11th	Jeremy Dagley	18-Apr-2017	19-Dec-2017
OSd EF 010 c Forest transport strategy	Negotiate renewal with Essex County Council and extend to cover London Borough's	still on ESSEx radar with traffic modelling works undertaken	Jeremy Dagley	18-Apr-2017	10-Mar-2019
OSD EF 010 d NGAP package	Meet with LBE and influence outcome of their NGAP project	delayed by London borough of Enfield	Jeremy Dagley	18-Apr-2017	07-Apr-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 012 Loss of Forest Land and/or concession of prescriptive rights 19-Aug-2015 Paul Thomson	Causes: Lack of single definitive reference point for Epping Forest boundaries and accesses. Event: Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time. Impact: compromising statutory responsibility through loss of Forest Land to encroachment; concession of prescriptive rights and loss of potential income; significant costs and jeopardy of litigation in recovering rights; harm to City of London's reputation as Conservators	 Likelihood	16 Impact	No change 18 Apr 2017	 Likelihood	12 Impact	31-Mar-2018 No change	

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 012 a Access audit training	Land Officer delivering training on access so that the correct information can be gathered for validation	The training has been undertaken			Sue Rigley	17-Nov-2016	31-Aug-2016
OSD EF 012 b Audit timetable	Establish timetable to undertake sequence of audits	All 38 compartment maps are ready			Jeremy Dagley; Sue Rigley	18-Apr-2017	09-Jul-2017
OSD EF 012 c Undertake timetabled audits	Keeper team to undertake audits. this will be cyclical and ongoing				Martin Newnham		31-Dec-2017
OSD EF 012 d Assessment of the audits in partnership with CS and CCS	Work with City Surveyors and Comptrollers and Solicitors department to consider if legal action is required to settle disputes. Ongoing				Sue Rigley		31-Dec-2017

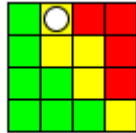
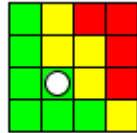

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 016 Financial management and loss of income 18-May-2016 Paul Thomson Page 87	Causes: COL facing austerity efficiencies: revisions to EU common agricultural policy (CAP) regulation, transition to Basic Payment Scheme (BPS) and UK interpretation and tightening of qualifying eligibility criteria. Failure to deliver to spend profile may result in loss of budget; lack of skills/capacity to deliver income generation projects; unrealistic initial targets and deadlines. Possible impact of Brexit. Event: Reduction deficit funding from the COL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity; especially conservation grazing. Division is unable to deliver spend to profile or income generation programmes to agreed targets and timescales. Adverse workload impact on service delivery. Impact: Reduction in income. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing partnership. Reduction / loss of biodiversity.	 Likelihood	16 Impact	No change 18 Apr 2017	 Likelihood	12 Impact	31-Oct-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 016 a Basic Payment Scheme	Apply for funding from the RPA - annual process	Yearly application process Potential for fines if do not respect the funding brief. Risk inherent in this European funding if changes to country's position within Europe Reductions of grant in order of 10 - 12% has been made which has been offset by claims from other areas Further regulations and inspections are likely to further constrain the ability to claim on commons available for grazing. Excess entitlements may be sold or transferred	Jeremy Dagley	29-Jun-2016	02-Sep-2018
OSD EF 016 b Business merger for RPA	Complete the merger of EF and The Commons under the single SBI and assess risks of claim area in relation to future inspections	Merger complete and creation of a project board with 2 monthly report to SLT	Jeremy Dagley	18-Apr-2017	31-Dec-2017
OSD EF 016 c	Effective budget management through use of new profiling	ongoing review on a monthly basis	Jo Hurst	18-Apr-	01-Apr-

Budget review	information, in-year review/ reallocation in September. Monthly meetings with budget holders. Monthly reporting and monitoring. Ongoing process			2017	2018
OSD EF 016 d SBR savings	Income and expenditure targets across project streams with monthly monitoring and review	2017-18 budgets to be reviewed by business manager and superintendent before discussion with rest of DMT	Paul Thomson	18-Apr-2017	02-Jul-2017




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Action no, Code,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 003 a Countryside stewardship grant	Prepare application for new stewardship	The review of CAP has reduced funding available	Jeremy Dagley	18-May- 2016	01-Jan- 2018
OSD EF 003 b Biodiversity 2020	Create plan of action for 5 compartments within existing resources	2 compartment have been created and awaiting submission to Natural England. the rest of the works is 70% completed.	Jeremy Dagley	18-Apr- 2017	30-Nov- 2018
OSD EF 003 c Remodel grazing expansion plan and implement	Remodel grazing expansion plan so that appropriate to the resources available. Build up the number of animals and manage parts of the forest for grazing.	Using additional animals from different breeds. New wintering facility in use at Great Gregories although expansion required Decision outstanding on contractual arrangements arising from remodelled plan	Jeremy Dagley	18-May- 2016	01-Jan- 2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 19-Aug-2015 Paul Thomson	Causes: Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not undertaken or completed incorrectly; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers contractors or licensees undertake unsafe working practices Impact: Injury or death of staff, volunteer(s), contractor(s) or licensee(s), volunteer or member of the public. Prosecution by HSE and/or Police; increased insurance premiums; harm to City's reputation. Fine from HSE	 Likelihood Impact	8	the risk is staying the same despite good work from all teams 18 Apr 2017	 Likelihood Impact	4	31-Jul-2017	 No change

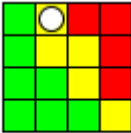
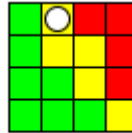

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD ED 001 d Accident Reporting	Continue to develop a good culture of reporting accidents and incidents and near misses.	There has been an improvement on the reporting and completion of the investigations in a timely manner.			Jo Hurst	18-Apr-2017	10-Apr-2018
OSD EF 001 a Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	The protocol is in place and reviewed on a regular basis			Jo Hurst	18-Apr-2017	01-Apr-2017
OSD EF 001 b Biennial review of site health and safety by peer review	Net improvement of standards of H&S following 2013 and 2015 validation visits.	All outstanding peer review actions have been undertaken except works at Aldersbrook road pending SBR sport board			Jo Hurst	18-Apr-2017	31-Mar-2018
OSD EF 001 c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	annual improvement			Jo Hurst	18-Apr-2017	15-Apr-2018

OSD EF 001 e Heirarchy responsibilities and communication s	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Reinforcement form the superintendent that all members of the Health and safety committee have a duty to attend the meeting sand cascade the outcome of discussions. also if they cannot attend they have to nominate a replacement and brief them accordingly prior to the meeting	Paul Thomson	18-Apr-2017	08-Apr-2018
OSD EF 001 f Annual licensees checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	2 of the licensees are failing to provide documentation		17-May-2016	30-Jun-2017
OSD EF 001 g Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.	with the mandatory implementation of the breaking ground permit with have limited to the maximum of our knowledge the risk to staff and contractors.	Patrick Hegarty	18-Apr-2017	08-Apr-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 004 Raised Reservoirs 19-Aug-2015 Paul Thomson	Causes: Inadequate design, insufficient prescribed maintenance, leaks compromising dam integrity, failure to implement Panel Engineer's Recommendations, failure to keep dams clear of vegetation; failure to maintain Blue Books, failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse Impact: Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Reputational harm. Damage to/loss of habitat and associated rare species. Fines from EA	 Likelihood	8	No changes in the risk but anticipating an increase in case of further delay in the decision making 18 Nov 2016	 Likelihood	4	31-May-2017	 No change

Question no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October	Obtained copy of engineers report			Martin Newnham; Geoff Sinclair	18-May-2016	15-May-2017
OSD EF 004 b Eagle Ponds	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge	survey not necessary has piling wall present giving LBR responsibility as statutory undertaker			Geoff Sinclair	18-Apr-2017	01-Apr-2018
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	all mandatory checks are done and blue books filled in as per engineer panel requests			Martin Newnham	18-Apr-2017	08-Apr-2018
OSD EF 004 d Clearance work	LBR maintenance programme implemented - ongoing				Geoff Sinclair		30-Apr-2017
OSD EF 004 e Baldwins Pond and Birch Hall	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	awaiting July committee gateway 3			Geoff Sinclair	18-Apr-2017	03-Sep-2017

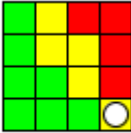
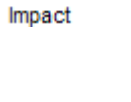
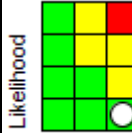
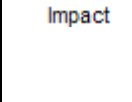

Park Pond					
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 011 Wanstead Park – Heritage at Risk Register 19-Aug-2015 Paul Thomson	Causes: Grade II* Registered Park and Garden Wanstead Park has been on the “Heritage at Risk” register since 2009, listed as in declining condition. Further restoration by four landowners is required to halt deterioration in condition and secure continued abstraction licence. Event: Failure to complete Impact: Continuing deterioration of at risk heritage features; education and interpretation opportunities missed; deteriorating state impacts negatively on the City’s reputation Fines from English Heritage in respect of listed buildings	 Likelihood	8	No change 18 Nov 2016	 Likelihood	8	01-Jan-2018	 No change

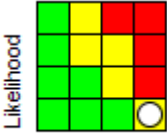
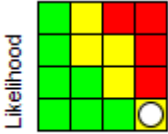

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 011 a Conceptual options plan	Develop, consult and obtain committee approval for conceptual option plan	Draft completed and currently going through stakeholder consultation.		Geoff Sinclair	26-May-2016	30-Nov-2017
OSD EF 011 b Funding for implementation of plan	Identify potential funding / partners and submit bid. Funders may include HLF			Paul Thomson		31-Dec-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 013 Loss of knowledge in skilled staff/Difficulties in recruitment 19-Aug-2015 Paul Thomson	Cause: Previous reliance on memory-based rather than documentary records; Retirements amongst ageing workforce; Remuneration and benefits package increasing uncompetitive for market sector Event: Loss of knowledge and skills. Impact: Extra training needs, difficulty in recruitment or induction of new staff	 Likelihood Impact	8	No change 19 Apr 2017	 Likelihood Impact	4	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 013 a Key role assessment actions	Identify key roles where officers are nearing retirement or expressing development needs or desire to leave COL/Open Spaces Review this data annually via PDR's and one to one's Succession plan drawn up by DMT and agreed by Superintendent/HR support for Key roles	Done on an ad-hoc basis worked with Asset manager/ technical officer			Jo Hurst	18-Apr-2017	24-Dec-2017
OSD EF 013 b Increase process documentation	Increase documentation of memory based knowledge Ensure that information needed for emergency situations and out of hours is written down forming part of a pack Move collected data onto the GIS system	A draft document was created by Bertrand Vandermarcq and Martin Newnham			Jo Hurst; Martin Newnham	17-Nov-2016	17-Dec-2017
OSD EF 013 c Appointment cross-over	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR	rarely possible due to lack of funding			Jo Hurst	18-Apr-2017	31-Dec-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 014 Major Incident resulting in prolonged 'Access Denial' 19-Aug-2015 Paul Thomson	Causes: Pandemic; Human error, mechanical failure or deliberate act of terrorism. Event: Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services; major pollution incident from M25 Pollution from septic tanks or cattle buildings. Impact: damage to and loss of Forest habitat; threat to existing conservation status of sites; reduced income from licensees unable to trade; costs of remediation and staff engagement. Fines from EA for pollution incidents	Likelihood  Impact 	8	No change 19 Apr 2017	Likelihood  Impact 	4	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 014 a Emergency plan	Review and update emergency plan	ongoing review			Martin Newnham	18-Apr-2017	01-Apr-2018
OSD EF 014 b LALO training	Relevant staff undertake LALO training	Training undertaken for all managers and 3 support			Martin Newnham; Geoff Sinclair	17-Nov-2016	31-Aug-2016
OSD EF 014 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX	Training has taken place refer to Valex exercise notes			Martin Newnham	17-Nov-2016	31-Oct-2016
OSD EF 014 d VALEX (validation exercise)	Multi disciplinary validation exercise to take place covering a number of topics	more work needed with external partners			Martin Newnham; Bertrand Vandermarcq	18-Apr-2017	15-Apr-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 015 Public behaviour 19-Aug-2015 Paul Thomson	Causes: Crime, irresponsible dog owners, rough sleepers, User conflict, trespass, alcohol. Event: Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social behaviour Impact: Bad PR, injury to visitors, insurance claims, police exclusion zones, rise in crime rates, illegal occupancy of Forest land. Increase in costs of managing public behaviour	 Likelihood	8	Still no improvement despite all the work done by the Keeper team 18 Apr 2017	 Likelihood	8	01-Apr-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD E 015 f Develop and improve joint working	Develop stronger links and become a trusted partner with EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action	there is now a joint venture with London Borough of Redbridge outreach teams and there is a protocol in place for rough sleepers			Martin Newnham	18-Apr-2017	01-Aug-2018
OSD EF 015 b Controlling dogs through Dog Control Orders	Dog Control Orders / PSPO's ideally required for all Boroughs. Currently in place for EFDC and LBWF Ongoing until Borough's make submissions for PSPO's / DCO's	London Borough of Waltham Forest in place and Epping Forest district council. Awaiting Newham and joint patrols			Martin Newnham	18-Apr-2017	02-Feb-2018
OSD EF 015 c Approach to rough sleeping	Multi disciplinary approach with enforcement and outreach team. Protocol in place.	rough sleepers protocol in place and joint working with outreach teams in Redbridge			Martin Newnham	18-Apr-2017	11-Dec-2017
OSD EF 015 d Approach to fly tipping	Multi disciplinary approach with enforcement team ISA and sharing enforcement action CIWM training taking place to ensure EPA prosecution compliance	CIWM training took place and with the lead of one of the Forest keepers prosecutions are moving forward and are more and more successful.			Martin Newnham	18-Apr-2017	11-Mar-2018
OSD EF 015 e Approach to Anti social	Multi disciplinary approach required CPN and CPW being explored				Martin Newnham		12-Jun-2018

behaviour					
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 009 Severe Weather Events 19-Aug-2015 Paul Thomson	Causes: Severe gale and storm events, prolonged precipitation/increased precipitation events or restricted precipitation increasing Fire Severity. Event: Severe weather events including periods of drought; flooding; gales; and increased Fires Severity. Impact: Risk of injury or death to staff, visitors, contractors and volunteers. Loss of habitat/public access and intensification of visitor pressure on other areas of Forest; Damage/loss of rare/fragile habitats and species; Incidents increase demand for staff resources to respond to maintain public and site safety; loss of species, temporary site closures; increased costs for reactive management.	 Likelihood	6 Impact	Following all the works and training undertaken I believe that the impact is reduced 18 Nov 2016	 Likelihood	6 Impact	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 009 a Emergency plan	Review and update plan	ongoing review		Martin Newnham	18-Apr-2017	01-Apr-2018
OSD EF 009 b Local Authority Liaison Officers	Organise and deliver LALO training to all managers on call rota	All call out Managers and 3 supports have undertaken the training		Martin Newnham; Geoff Sinclair	17-Nov-2016	31-Aug-2016
OSD EF 009 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX	Training undertaken by all silver and gold command with additional presence of 3 Bronze support.		Martin Newnham; Bertrand Vandermarcq	10-Nov-2016	31-Oct-2016
OSD EF 009 d VALEX (Validation Exercise)	Multi disciplinary validation exercise to take place covering a number of topics	awaiting final report		Martin Newnham; Bertrand Vandermarcq	18-Apr-2017	13-Aug-2017
OSD EF 009 e Severe weather protocol	Write, implement a severe weather protocol and ensure protocol is rolled out to all relevant staff	ongoing review		Geoff Sinclair	18-Apr-2017	01-Apr-2018

OSD EF 009 f Weekly monitoring of weather warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings and fire severity index	ongoing done by Business manager on a weekly basis and communicated via email burst	Jo Hurst	18-Apr-2017	01-Apr-2018
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OSD The Commons Detailed Risk Register

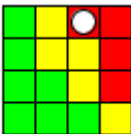
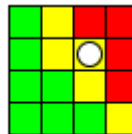

Report Author: Esther Sumner

Generated on: 18 April 2017



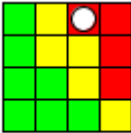
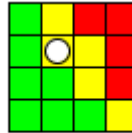

Rows are sorted by Risk Score

Code & Title: OSD Department of Open Spaces Risk Register 1 OSD TC The Commons 9

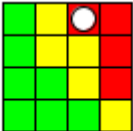
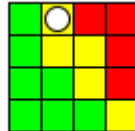

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 002 Local Planning Issues 09-Jun-2015 Andy Barnard	Causes: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research Event: Large housing or other developments on land affecting the Open Spaces. Impact: Increase in visitor numbers and general recreation pressure. Potential decline in biodiversity due to disturbance and habitat quality. Increased in air, light and noise pollution. Decrease in water availability. Increased hydrological pollution risk. Increased traffic on local road network.	Likelihood  Impact	16	The Division is now exposed to several local plans, however, the risk stays the same but workload increased 10 Apr 2017	Likelihood  Impact	12	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
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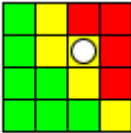
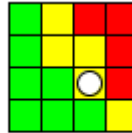

OSD TC 002 a Local authorities/Cou nties Local Plans and Core Strategies	Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	Action is ongoing	Hadyn Robson	18-Apr-2017	31-Mar-2018
OSD TC 002 b Monitoring of impacts	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	Action is ongoing. Continuing monitoring of dust and reviewing regular reports from contractors Reviewing results of hydrology monitoring from quarry operator and chasing when required Currently undertaking 5 yearly review of visitor numbers Received interim report on repeat survey of visitor footfall	Hadyn Robson	18-Apr-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 004 Tree Diseases and Other Pests 10-Jun-2015 Andy Barnard	Causes: Inadequate biosecurity, purchase or transfer of infected, plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth and Foot and Mouth Event: Sites become infected by animal, plant or tree diseases Impact: Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood	16	OPM was identified on Ashted Common and was managed locally 10 Apr 2017	 Likelihood	6	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing.	Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	OPM monitoring programme in place, ongoing.	Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing		21-Nov-2016	31-Mar-2018
OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Biosecurity measures are in place across the Division for staff, volunteers and contractors. Ongoing.	Hadyn Robson	21-Nov-2016	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 007 Rural Payment Agency Grants 10-Jun-2015 Andy Barnard	Causes: Amendments to EU 'Common Agriculture Policy' legislation/UK interpretation. Event: Reduction in direct grant available from the Rural Payments Agency (RPA) to deliver agricultural/conservation related services across the Division. Impact: Reduction or cessation of agricultural/conservation services. Reduction of income direct and indirect. Reduction/loss of biodiversity (legal implications); reductions in recreational access due to reduction/cessation of grazing activities.	Likelihood  Impact	16	29 March 2017 - update on note of 24 June 2016. The funding gap period has now been identified as 2018-19 29 Mar 2017	Likelihood  Impact	8	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD TC 007 a Monitoring	Seek clarity/advice from RPA on the above Monitor review of latest RPA advice and procedures	Confirm if funding gap to be realised, length and viability of maintaining operations in the interim.			Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 007 b Submissions	Submit forms according to RPA guidance	Ongoing.			Hadyn Robson	21-Nov-2016	31-Mar-2018

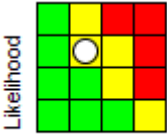
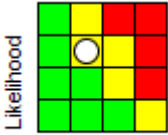

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 005 Climate and Weather 10-Jun-2015 Andy Barnard	Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be Climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of rare/fragile habitats and species.	 Likelihood	12	Monitoring of Met office weather warnings 21 Nov 2016	 Likelihood	8	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 005 a Fire management	Review and update plan Fire management and monitoring policies and plans in place and link to staff training and local emergency services	Site information/resources shared with emergency services. Plan reviewed annually. Ongoing.		Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 005 b Storms	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	Monitoring continues.		Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 005 c Climate change	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue		Hadyn Robson	21-Nov-2016	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 001 Health and Safety Failure 09-Jun-2015 Andy Barnard	Causes: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work: inadequate training, failure to implement the results of audits, dynamic risk assessments not undertaken Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of staff, contractor, volunteer or member of the public	 Likelihood Impact	6	H&S audit results are being implemented. Sites are becoming more confident in joined-up procedures. 21 Nov 2016	 Likelihood Impact	4	31-Mar-2018	 Decreased Risk Score

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 001 a Appropriate sourcing	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	Ongoing item.		Hadyn Robson; Andy Thwaites	21-Nov-2016	31-Mar-2018
OSD TC 001 b Breaking ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.	Ongoing item		Hadyn Robson	18-Apr-2017	31-Mar-2018
OSD TC 001 c H&S processes	Undertake quarterly reviews of the regular health and safety audits	Ongoing item		Hadyn Robson	18-Apr-2017	31-Mar-2018

	Ensure risk assessments and safe systems of work are up to date. Ongoing				
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 009 Glider operations – Kenley Airfield 18-Nov-2016	Causes: Inadequate security measures, safe operating procedures (SOP) by RAF and Surrey Hills Gliding Club (SHGC) to prevent incursions on to airfield by members of the public during flying operations Event: Public incursion on to active airfield Impact: Death, injury, damage to corporate reputation, site closure, potential loss of HLF funding.	 Likelihood Impact	6	A SOP is inactive. Flying continues in absence. CoL officers have raised the risk with RAF and SHGC. RAF and SHGC have been asked for SOP and have agreed actions to ensure safe operations in place forthwith. Operations to be monitored by CoL until SOP is seen to be effective and maintained as such. 18 Nov 2016	 Likelihood Impact	6	31-Mar-2018	 No change

Page 110

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 009 a H&S Actions agreed between RAF, SHGC and CoL		Actions recorded and circulated to all parties New MOD signage installed and Safety Board meetings active to achieve SOP. Risk level stays the same 29 March 2017		29-Mar-2017	21-Nov-2016
OSD TC 009 b Staff to note if safe operating procedures are in place and are being observed.		Ongoing.		18-Nov-2016	01-Jan-2017
OSD TC 009 c Report any breaches or non-compliance of safe systems		As of implementation of SOP.		18-Nov-2016	01-Jan-2017

to HSE					
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Committee(s)	Dated:
Epping Forest and Commons	15 05 2017
Subject: Epping Forest - Superintendent's Update for December 2016 to March 2017 (SEF 5/17)	Public
Report of: Superintendent of Epping Forest	For Information
Report author: Paul Thomson – Epping Forest	

Summary

This purpose of this report is to summarise the Epping Forest Division's activities across December 2016 to March 2017.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Staff and Volunteers

1. Six members of staff have left Epping Forest since the last Report. Including the retirement of a Forest Keeper and the Fleet and Asset Manager, both long serving team members. Other leavers include the Temporary Wayleaves Assistant, whose contract ended and three litter pickers, who resigned.
2. A new post of Safety and Assets Assistant has been appointed completing the restructure of the Assets Team, following the retirement of Assets and Fleet Manager.

Budgets

3. Processes to close accounts for the financial year are in progress and final figures are not yet available at time of writing. Property and Supplies and Services areas have overspent due to necessary lodge works and the increased costs of tree survey requirements under the Framework Contract shared with the London Borough of Islington.

Weather

4. Epping Forest has received less than 50% average rainfall over the past 4 months. The lack of rainfall and continuing mild temperatures has resulted in an unseasonably High Fire Severity Index for the south of the Forest.

Sustainability

5. Epping Forest Light Emitting Diode (LED) upgrade program was awarded to Sykes & Son Ltd, with works starting in late March covering the complete installation of the new fittings at the Harrow Road Sports Pavilion and the purchase of the remaining fittings for the other sites. Installation at the High Beach Visitor Centre and Queen Elizabeth Hunting Lodge to be completed by mid- May 2017. The final installation at the High Beach toilets building will be undertaken at the same time as the refurbishment work scheduled for June.
6. The installation of Photovoltaic (PV) panel solar power system on three roofs at The Warren complex will be operated as a larger project combined with the Harrow Road PV panel installation.
7. The installation of the PV panels at Harrow Road is due to start in June pending approval due in the second week of May, from London Borough of Redbridge of our planning application (1037/17) for a certificate of lawfulness application submitted 8 March 2017.
8. The installation of the window films to reduce summer glare and passive solar gain at The Warren and The View Offices, thus reducing cooling costs is expected to commence shortly.

Epping Forest Projects

Open Spaces Bill 2016

9. Following the recommendation made by the Opposed Bill Committee in November 2016, the City of London Corporation will now seek powers to issue Community Protection Notices through the Governing legislation. The Opposed Bill Committee considered and approved these amendments on 22 February. The report and third reading stages are due next in the Commons prior to passage to the House of Lords.

Branching Out Heritage Lottery Funded (HLF) Project

10. The Branching Out Project is complete with the exception of some bespoke visitor hub signage which is in the final stages of production and will be out on the Forest, helping visitors to understand the HLF improved sites this summer.
11. The whole project evaluation report has been completed and this, along with the legacy document and financial evidence, formed the claim submitted to the Lottery Fund for the City's eleventh and final grant drawdown.

12. The HLF assessed the claim and awarded the full requested sum of £352,868. The overall grant contribution for the project totalled £4,746,204.

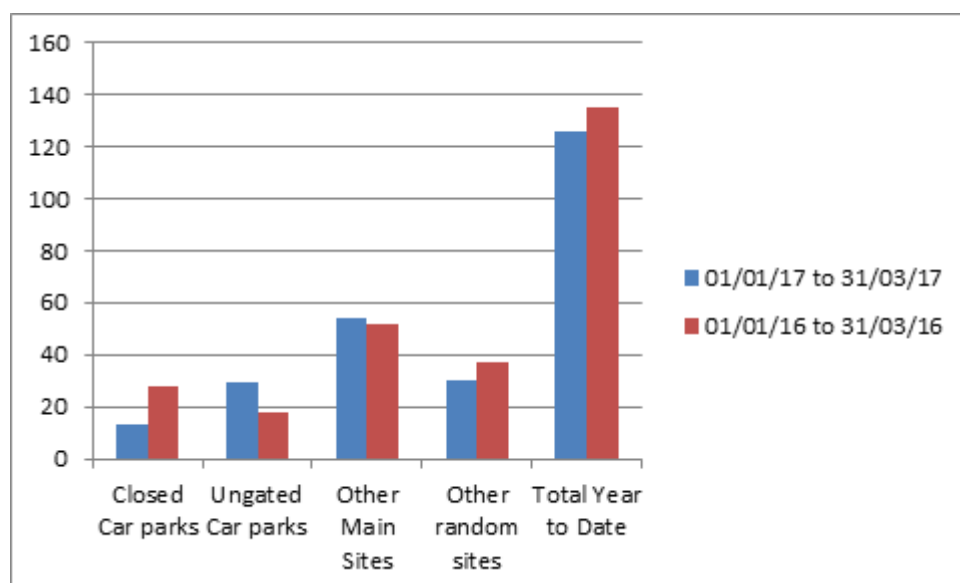
Forest Services

Fly tipping

13. Fly tips totalled 126 to the end of March 2017, a 6.6% fall from 135 fly tips for the same period for 2016. The first figures to offer a same season comparison for gated and ungated car parks, following the installation of further gates in the Theydon Bois area, suggests that gating has reduced fly tips by 15 (53.6%) in gated car parks. It would appear that there may have been a corresponding displacement of fly tipping to ungated car parks, which saw an increase of 11 (61.1%). While this initial comparison appears favourable, given the initial problems with the 2016 gates, a longer time frame is needed to fully assess the impact.
14. Anecdotally, individual fly tips appear to continue to increase in volume and weight, however, given the combined fly tip and litter waste streams, further analysis beyond weight accepted at disposal centres is not possible.
- 15.

		Gated Car parks	Ungated Car parks	Other Main Sites	Other random sites	Total Year to Date
01/01/17 to 31/03/17		13	29	54	30	126
01/01/16 to 31/03/16		28	18	52	37	135

16.



Rough Sleepers

16. Twenty rough sleeper camps mainly in the Wanstead Flats and Leyton Flats areas have been located and cleared across 2017. This includes camps revealed by the Wanstead Flats scrub clearance programme. The City Corporation have been working with agencies such as Redbridge and Waltham Forest Homeless services and also the Visas and Immigration Service Enforcement Team, who can now detain certain rough sleepers for breaching their immigration rights by not having an address or legal employment. The large rough sleeper camp at The Butts, behind the City of London Cemetery was cleared by landowner Redbridge Council with the clearance work lasting four days and involved 25 truck movements to clear the accumulated waste.

Enforcement Activity

17. The following prosecutions were heard during the period under report, with eight of the nine defendants found guilty with fines and costs totalling £34,203.68. A further 6 prosecutions are due to take place on 27 April 2017 – Chelmsford Magistrates Court

18.

Date of Court Hearing	Name of Defendant	Byelaw/EPA	Court Name	Outcome	Amount Awarded
20/10/2016 TRIAL 05/12/2016	Billy MARTIN	EPA 34 1 (a) 2 (a) & 6 Fly tip, Duty of Care	Thames	ACQUITTED	n/a
10/02/2017	Uygar ALTUN	EPA 34 1(a) Fly tip, Duty of Care	Thames	GUILTY	Cost: 0 Fine: £1000 Compensation £250
10/02/2017	Uygar ALTUN	EPA 34 1(a) Fly tip, Duty of Care	Thames	GUILTY	Cost: 0 Fine: £1000 Compensation £250
10/02/2017	ELVAN FOOD LTD	EPA 34 1(a) Fly tip, Duty of Care	Thames	GUILTY	Cost: £1012.34 Fine: £7000 Compensation: £702.80

10/02/2017	ELVAN FOOD LTD	EPA (34 1(a) Fly tip, Duty of Care	Thames	GUILTY	Cost: £1012.34 Fine: £10,000 Compensation: £702.80
22/02/2017	HOME TRADERS/ KHAN	EPA 34 1(a) Fly tip, Duty of Care	Thames	GUILTY	Cost: £1597 Fine: £8000 V/S: £120
06/01/2017	Vasile BILIBOU	EPA 34 1 (a) 2 (a) & 6 Fly tip, Duty of Care	Thames	GUILTY	Cost: £857 Fine: £440
07/01/2017	Juned MIAH	EPA 34 1(a) Fly tip, Duty of Care	Thames	GUILTY	Cost: £897 Fine: £440
28/03/2017	Ciprian NECHITA	EPA 34 1(a) Fly tip, Duty of Care	Thames	GUILTY	Cost: £398 Fine: £550 V/S: £55

Totals of above table

Costs	Fine	Compensation	Victim Surcharge
£5773.68	£28,430	£500	£175

Licences

19. A total of 75 licences for events were issued during the two months being reported, which yielded a 53.9% rise in income to £15,953.95, compared to the 68 licences which were issued during the same period in 2016 (income of £10,365).

Bushcraft and Community Engagement

20. Volunteer Community Groups continued to deliver excellent work across the Forest with Highams Park Snedders and Tidy Tarzy carrying out monthly workdays. The Keeper Service held a celebratory event with the Highams Park Snedders in January thanking them for their work over the past year.

21. Tidy Tarzy (Tarzy Wood on Wanstead High Street) workdays began in conjunction with the Forest Keepers and London Borough of Redbridge, Vision

Redbridge Team in January. Two of the local volunteers attended the Task Leader Training sessions, and they will continue delivering the workdays with minimal input from Epping Forest Staff.

22. Two sold out Venison Workshops were delivered in March, with a third having to be rescheduled due to unseasonable warm weather at the end of the month. Additional workshops of hide tanning and bone and antler working were well received.
23. Forest Keepers supported by volunteers delivered Bushcraft sessions for the Wanstead Parklands Group in Wanstead Park on 12 March. Local children enjoyed fire lighting and shelter building sessions.

Travellers

24. There have not been any traveller incursions for the reporting period.

Dog Incidents

25. Over the last three months there have been similar levels of requests for dog waste bins at various places across the Forest. There has been a noticeable increase in the amount of dog waste bags dropped continuously by dog walkers by posts and other Forest furniture, which is an increasing problem particularly on Leyton Flats. Additional patrols and new signage are planned at this location to seek to improve engagement with visitors.
26. There have also been an increased number of abandoned dogs, especially at the end of January. Three dogs have been seen regularly by staff in the Wake Valley area. Despite attempts to catch the animals. It is believed two of the dogs have died following vehicle collisions on the Epping New Road. The third dog has not been sighted for some time.
27. The 5 April saw a rare dog on person attack near Theydon Bois. The dog's owner attempted to blame the victim for the incident. The victim was asked to report the incident to the Police. Attempts to call the mobile number provided by the dog owner were unsuccessful.

Heritage; Landscape and Nature Conservation

Biodiversity

28. **Pest and Disease** – Following the *Phytophthora ramorum* outbreak in the Warren Plantation the stands of rhododendron at this site, Oak Hill and Conybury Wood have all been successfully removed. Works were undertaken by in-house staff and contractors using different management techniques. Works to remove rhododendron by EFCT have also begun at Pauls Nursery.
29. Another outbreak of ramorum has also been identified within Wanstead Park not only on rhododendron but also holly. The infected holly is the result of this particular bush growing in such close proximity to the infected rhododendron. An APHA statutory notification has been served for the removal of the infected material. An ancient Beech pollard at Copley Plain, one of the selected trees for the *Epping Forest Keystone Trees Strategy*, has been visibly declining in health

in the last two years. It was suspected that the tree was suffering from *Phytophthora* infection. The Forestry Commission officer took samples from the tree bark on 3 March 2017. The tree showed black lesions and bleeds on its stem, typical of a *Phytophthora* infection.

30. The laboratory results from Forestry Research in April have confirmed that this ancient Beech has been colonised by ***Phytophthora cambivora***, which causes Ink Disease in selected hardwood trees, a non-native blight species which, nonetheless, has been endemic in the UK for some time and kills a range of tree species. The impact of dry soil conditions in the Forest could make the trees more vulnerable to these endemic blight species.
31. A single nest outbreak of Oak Processionary Moth (OPM) has been identified by the Forestry Commission on Forest Land at Trueloves (Blind Lane) on the north western edge of the Forest. The discovery is the result of the Forestry Commissions wider survey (pheromone trapping) area in 2016 and subsequent follow up winter survey in early 2017. A statutory notice will be served on the City Corporation by the Forestry Commission for the control of this outbreak, which will instruct the City Corporation to undertake chemical spraying of the nest tree and any oak tree within a 50 metre radius. Planning for routine survey work for OPM is now underway, along with parallel contingency plans for creating exclusion zones when spraying or nest removal is required within other parts of the Forest. (See Appendix 1.)

Agri-environment Schemes

32. Funding of £47,409.60 was obtained from the Forestry Commission for the clearance of rhododendrons at the Warren Plantation through the Countryside Stewardship scheme.
33. Additional funding towards the HLS scheme was claimed from Natural England for grazing infrastructure at Trueloves, tree work to protect the earthworks at Ambresbury Banks, and bracken control. This totalled £7,290.10.
34. A departmental board was set up comprising staff from Epping Forest and The Commons to co-ordinate agri-environment schemes, especially Basic Payment Scheme. This board will be lead and co-ordinated by Epping Forest staff.

Grazing

35. One of the most significant changes during 2016-17 was the termination of the external grazing contract on 31 October 2016 and bringing this operation in-house, following approval at Committee in November 2016. Cattle, therefore, were taken off all Buffer Lands prior to November 2016.
36. Since the last Superintendent's Report the cattle have remained at Great Gregories Yard in order to calve and to be out-wintered off the fields and Forest. The numbers of animals in the herd, however, has been increased by the purchase of a further 37 pedigree Longhorn cattle, including 14 calves. In addition, the original Longhorn herd members produced a further 15 calves delivered between January and March.

37. The herd is now at 91 animals including a pedigree bull, Uther, with an excellent track record of siring good calves. Having been trained with the invisible fencing the first Longhorns are due to be out at Fairmead by mid-May. Other members of the Longhorn herd with young calves will be grazed at Warlies Park, Temple Field.

Heritage

38. A Rhododendron expert was commissioned to survey the rhododendrons in the Warren Plantation prior to their clearance. Plants were dated by tree rings; the majority of the plants were dated to the mid-20th century and appeared to be *R. ponticum* hybrids most probably planted as game cover rather than for ornamental purposes. The rhododendrons on Copped Hall drive were dated to the late 1920s and 1930s, and had already been surveyed by Michael Lear in 2010. No significantly important varieties were present.

Land Management

Town & Country Planning

39. Officers commented on 28 Applications during the period in question. Key points included;

Netherhouse Farm – use as a Woodland Cemetery with meeting hall, associated buildings, car parking and infrastructure – Objection made with decision outstanding

Garden Centre, Crown Hill 19 houses (previous application for 21 houses was refused) - REFUSED

Garden Centre, Crown Hill - 3 dwellings – objection made with decision outstanding

Wellington Hall, High Beach – conversion to 1 dwelling - GRANTED

Land adj. to Wellington Hall, High Beach - 3 dwellings - GRANTED

Carlton House Stables, Lippitts Hill – demolition 2 houses - WITHDRAWN

Clockhouse, Daws Hill conversion into 4 houses - GRANTED

Pre-application land adjacent to Clock House – low density housing (up to 5).

Refreshments

40. New 3 year lease granted 01/01/2017 – 31/12/2019, to Lakeside Diner, Whipps Cross Road.

Golf

41. Loughton Golf Club, Clays Lane – the lease was assigned to a new tenant from 17/02/2017.

Upshire Millennium Trust

42. Successful £8,000 grants application from Tesco PLC. Grant will be used to provide a short easy-access 1.8m wide wheelchair path to existing infrastructure.

Thames Water

43. Epping Forest Land at School Green, Staples Road, Loughton – Conservation Area. Thames Water has installed significant infrastructure on Forest Land without the City Corporation's permission. Land Agency is waiting for advice from the Comptroller & City Solicitor as to what Powers Thames Water has under the Water Industry Act to extend their installations..

Operations

Habitat Works

44. Wood-pasture Restoration and Management - With the dry weather conditions work on woodpasture restoration has progressed through the winter with work in the recent period concentrated on Barn Hoppit and Bury Wood. Extraction of the cordwood arising from 2015-16's work has been completed in this period and we will be selling it to a local firewood merchant shortly. The large stores of woodchip arising from the woodpasture works at Bury road and Claypit Hill Car Parks have also largely been cleared for transportation to a wood-fired power station in this period with the last four loads being removed week beginning 24 April 2017.
45. Highams Park Lake - Volunteers and staff continue to extend the amount of open ground around the lake and in the process have created a number of attractive vistas. The dam contractors have reseeded bare sections of the dam face and the maintenance of this area has been returned to Epping Forest. During 2017-18 there will be some work required to continue the establishment of the grass on the dam face.
46. Wanstead Flats: The Operations Team were fortunate to be able to borrow the tractor-mounted mulcher from The Commons, which was an ideal tool for working gorse and broom scrub on Wanstead Flats. In addition to the annual cutting cycle of scrub on the Flats, the team using the mulcher were able to address a small work backlog bringing the total area cut to 2.5 ha. In the process of this work we identified and were able to clear a number of old and current rough sleeper camps that we had not previously be aware of due to good screening provided by the scrub.

Risk Management Works

47. Tree Safety surveys of all zones to be targeted in 2016-17 have been completed by the two different teams of independent contractors engaged for this work. All three arborist teams have started work on the high risk short response trees identified by the survey. Works identified in the 2015-16 survey have now been completed except for a small number of trees requiring further assessment or where we have complex site issues to resolve, e.g. on the Woodford Green Poplar Avenues.
48. Antisocial Behaviour: An area of Elm scrub alongside Capel Road, which was regularly frequented by prostitutes and drug users has been cleared. A report is preparation on the wider scrub management on the Flats to ensure management

for antisocial behaviour is undertaken in a way that ensures the important biodiversity is not comprised and landscape needs arising from the scrub on the flats.

49. Connaught Waters: Colleagues from DBE have employed a contractor to repair the damaged revetment along the dam face at Connaught Waters and also to improve the overflow, so that turbulent backwash from the exiting water does not undermine the dam.
50. Police Support at Wanstead Park: Staff supported the Metropolitan Police with their search for a missing person at Wanstead Park. This was a comprehensive search by search teams, divers and specialist dogs of the woods and lakes in the park and staff spent over two weeks cutting access paths and supporting the search officers in their task.

Access Works

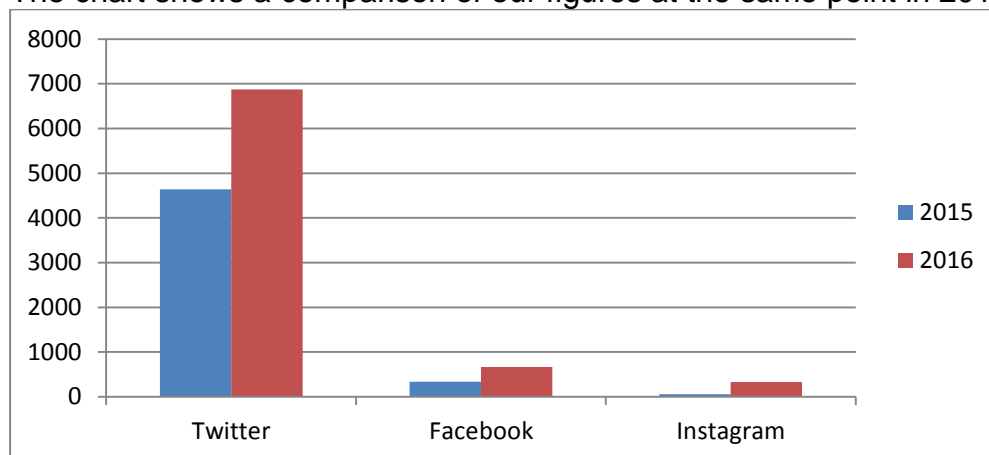
51. Wanstead Park- The Warren Road entrance to Wanstead Park has been improved through the removal of scrub and minor trees to restore its open condition, complete with the vista along the Glade – formally known as The Long Walk, to the Long Canal of Ornamental Water. The profusion of individual signs at the Park entrances has been rationalised to reduce the number and give a crisper feel to the Park. The cleared area will be cut each year to keep in the open condition. Volunteers from the WREN Group have cut the stump regrowth arising from trees cleared around the lakes by the Arborist teams in recent years. This has helped considerably to maintain the open views of the lakes.
52. Grass cutting: Grass cutting of amenity areas started in April.

Visitor Services

Communication and Information

53. As of 12 April 2017 our social media following is:

- Twitter followers: 6,873 (48% year on increase)
- Facebook likes: 667 (99% increase)
- Instagram followers: 329 (488% increase)
- The chart shows a comparison of our figures at the same point in 2016



54. Forest Focus winter 16/17 and spring 17 editions each had a print run of 6,000 and were circulated to over 260 public locations surrounding the Forest. Advertising space was introduced in the winter edition achieving £350 income and this was increased in the spring edition raising £875, which helps to offset the cost of production. Now that interest is increasing in advertising, the charge will be reviewed.
55. The City Corporation received extensive national and international coverage of Prince Harry's Commonwealth Canopy visit to Epping Forest, including front page of The Evening Standard, The Telegraph, The Daily Mail, The Daily Express, People, E! News, Grazia and local newspapers, as well as TV coverage on BBC local news, Sky news and Australian TV (reportedly).
56. Social media coverage was extensive with Epping Forest's Facebook photographic montage viewed 2,100 times, with a reach of almost 5,000.
57. A total of 5 tweets from @KensingtonRoyal covered the event and our own twitter coverage reached a fantastic 16,186 impressions (potential views) and 768 engagements (retweets, comments, interaction).

Chingford Golf Course

58. The Chingford Golf Course website went live on 22 February 2017 and can be found here: <https://www.chingfordgolfcourse.co.uk>
59. At the end of the financial year 19,169 rounds of golf took place at Chingford Golf Course. Given the level of disruption to the administration and décor at the beginning of the year, as the in-house management was established, it is pleasing that the players have been retained around the average for recent years.
60. Extensive refurbishment of the Caddie House has taken place including a full rewire and an extension to the footprint of the old Café allowing further seating in the former shop area. The new café tenants are completing decorative works and an opening launch is expected early summer.
61. The exterior of the café has been tidied and the Cycle Hire operator is now open for business adding an attraction to this burgeoning activity hub.
62. The winter works programme included the levelling of 3 tees, more drainage has been added to the 5th, 9th and 10th. The 3rd tee is being rebuilt and plans for the 18th new tee, including extending the pond, are in progress.

Wanstead Flats Football

63. Over 2,250 matches were held in 2016/17. This season the pitches will have hosted over 67,000 players compared to 75,000 last season (2015/16). This reduction in play is due to summer games not being generated due to the end of Football Development Officer role. In total over 600 teams (home and away) will have played at WFPF.

Visitor Numbers

64. Annual visitor numbers over the past few years show a drop in the last financial year compared to a peak in 2015/16. The figures for this year do not include education visits, which are now managed centrally in open spaces and the wet summer season will account for a drop off. Evaluation of visits shows that 'passing by' accounts for significant proportion of visits and measures will be introduced to make 'The View' more obvious from the road.

total visitor numbers by financial year	
13/14	89393
14/15	81489
15/16	97613
16/17	89688

65. Visitor numbers for the period December to March:

	The View	QEHL	VC	The Temple	Total No
December	3191	2507	1602	569	
January	2383	1453	1263	759	
February	3289	1952	1266	559	
March	2749	1603	1444	532	
	11612	7515	5575	2419	27121

66. Total Income:

	The View	VC	The Temple
December	8884	775	471
January	4060	571	240
February	4674	435	189
March	5404	768	174
	£23024	£2550	£1076

67. Total spend per head:

	The View	VC	The Temple
December	£2.78	£2.06	£0.44
January	£1.70	£0.45	£0.32
February	£1.42	£0.34	£0.34
March	£1.97	£0.53	£0.33

Visitor Survey

69. The annual 'snapshot' survey undertaken across Open Spaces had the highest level of respondents with 85% citing their satisfaction with Epping Forest as Good or Very Good (our target is 75%).

Visitor Services Events

Saturday 10th & Sunday 11th December: Christmas Grotto Weekend

70. Tickets for the perennially popular Christmas Grotto were sold out by November, half through online booking. Around 2,000 visitors attended over the weekend of which 450 had tickets to visit Father Christmas.
71. This event, appeared bigger and better than last year, with additional activities such as an outdoor roller disco and Frozen characters Elsa & Anna, which proved to be a really popular and even TV host and presenter Katie Piper turned up with her daughter.
72. Estate agent The Stow Brothers sponsored the promotional leaflet, so the City Corporation was able to advertise further afield, with hand distribution in surrounding areas as well as more extensive use of social media for a such as local Chingford Mums, Loughton & Buckhurst Hill Mumsnet, to draw in bigger crowds.
73. The weekend saw over £3,000 in shop sales. Tickets for the grotto achieved 450 totalling £6,277.50.

February Half Term – Discover London Children's Book Swap

74. This event was free to attend and was held in the February half term, the main event taking place on Saturday 11th February. Children were encouraged to visit the QEHL and bring their old reading books to swap with other books that had been donated. Buckhurst Hill library donated a number of used books and over 100 books were exchanged and donations for books generated £160.

High Low Dolly Pepper: Skipping activities Thursday 16 February, View/QEHL

75. This was a drop in family event for February half-term to promote outdoor winter physical activity with a heritage slant through traditional skipping songs and intergenerational oral tradition.
76. The event was attended by about 80 people with parents and grandparents helping turn ropes and share skipping songs. This was a good value event drawing in a mixed generational audience.

Epping Forest UK to USA exhibition, 21 February to 28 February, The View

77. This was a small exhibition of museum objects linking to story about the Epping Forest, Mary Ball/George Washington connection and prompted by the Presidents Day anniversary. The City Corporation liaised with the Mary Ball Museum in Epping Forest, Virginia, to check out facts - and was able, on their behalf, to ask its visitors, which part of the Forest their recently acquired painting of Epping Forest might portray. An article on the subject was published in Forest Focus and also in Essex Life magazine.

Extraordinary Eggs Season: Romanian Eggs and more

78. The View & Queen Elizabeth's Hunting Lodge

79. Exhibition: 25 March to 25 June
80. Evening lecture: 30 March (free)
81. Evening workshop: 30 March (£12-£15 tickets)
82. Arty holiday afternoon: Egg Speckling for Cuckoos (drop in) - 6 April

- 82.1 This season of 4 exhibition/events came about through partnership with the Horniman Museum and Gardens, who run an Arts Council-funded Object in Focus loan scheme. At no cost to Epping Forest, the Horniman provided a temporary exhibition of a case of 62 Romanian eggs, 2,500 promotional postcards and the services of an expert lecturer on the history of decorated eggs. The Romanian egg display was supplemented by two cases of native birds' eggs from the Epping Forest museum collection.
- 82.2 This talk attracted 18 people, the practical workshop led by the Museum and Heritage Manager 12 people. The Easter holiday drop in free art activity was very popular with 60 children participants but attracting an audience of 189 adults and 101 children across the afternoon.
- 82.3 This season was a first in formally managing a loan from another museum and an active outreach to new visitors, including several from Romania. It was also the first time the wild birds' eggs were brought out of the museum store to share with the public.

Appendices

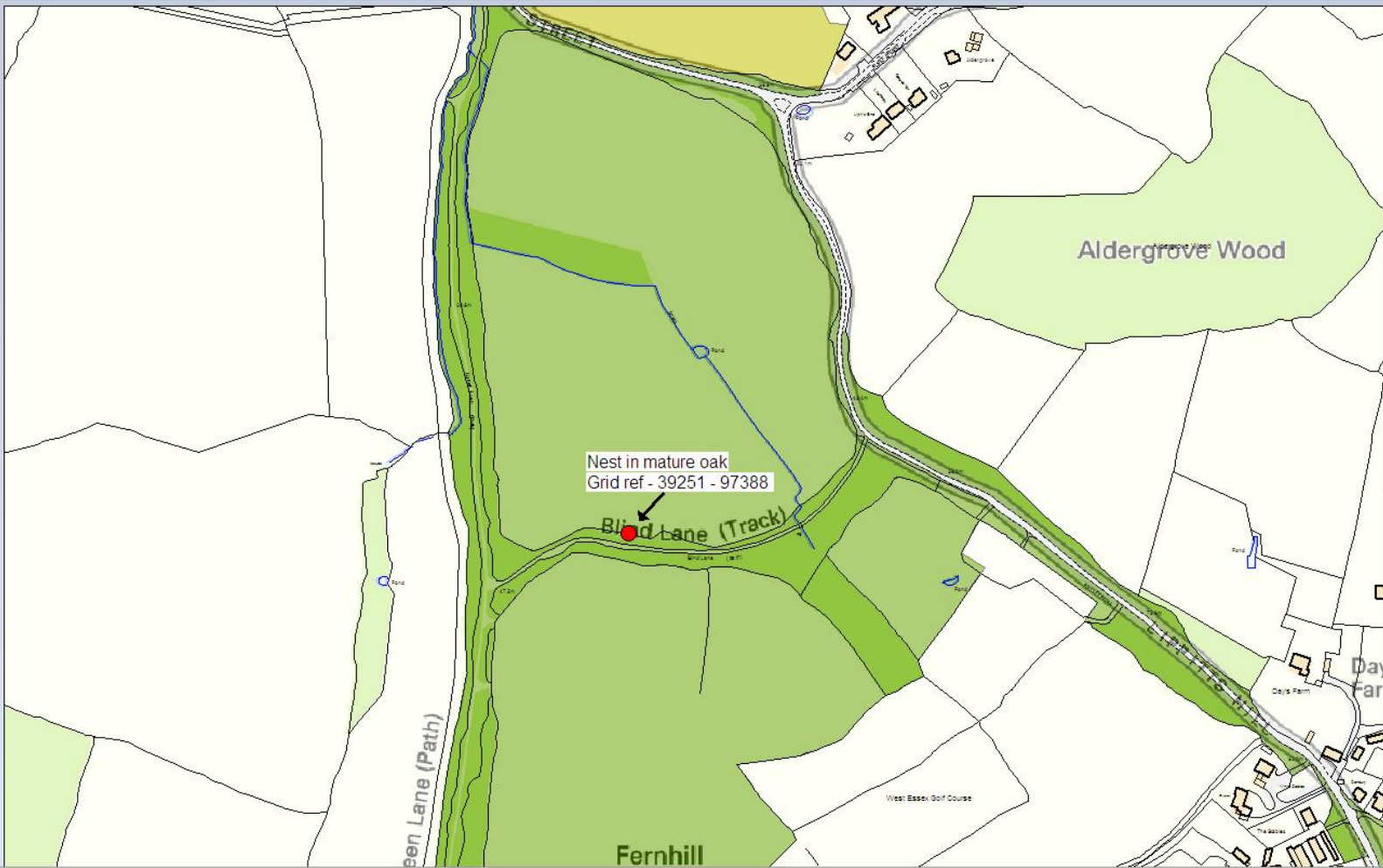
- Appendix 1 – OPM Outbreak Map

Paul Thomson

Superintendent of Epping Forest

T: 0208 532 1010

E: paul.thomson@cityoflondon.gov.uk



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Committee(s)	Dated:
Epping Forest and Commons	21 05 2017
Subject: Epping Forest Operations Programme for 2017/2018	Public
Report of: Superintendent of Epping Forest SEF 6/17	For Decision
Report author: Geoff Sinclair and Jeremy Dagley, Epping Forest	

Summary

This report outlines the conservation, visitor access and risk management projects proposed in the Forest for the year 2017/18.

The dominant theme of the 2017/18 work programme continues to be the grant-funded habitat conservation work, which includes the restoration of the Site of Special Scientific Interest (SSSI) wood pasture areas. The rate of work remains at an increased level to ensure that the 10-year commitments under Natural England's Higher Level Scheme are met. A substantial increase in the successful 2016 contractor involvement in wood pasture restoration is proposed for 2017.

The key areas of work in the proposed 2017-18 programme, in addition to the wood-pasture restoration, are: consolidating the grazing programme and managing risks - particularly those related to highways woody verge vegetation, fly-tipping, rough sleeping and tree safety. A key risk for the coming year will be the continuing response to tree pests and diseases including Chalara dieback of ash, Ramorum Disease, the worsening situation around Massaria Disease of London Plane, alongside new Invasive Non Native Species (INNS) including Oak Processionary Moth and Oriental Chestnut Gall Wasp.

Following a successful contract tendering process in 2015 and 2016 the programme will continue to improve the value for money we achieve using bulk contracts where possible. These contracts are proposed for retendering in 2018/19.

Recommendation(s)

Members are asked to:

- Approve the annual work programme as summarised in the main report

Main Report

Background

1. This report describes significant conservation, visitor access and risk management projects proposed in the Forest for the programme year 2017-18.
2. The 2017-18 work programme has been prepared drawing on the following resources:
 - 2.1 Epping Forest Management Plan 2010, approved in 2004, and the additional site-specific conservation management plans for Barn Hoppitt, Lords Bushes & Knighton Woods and Wanstead Flats;
 - 2.2 Views About Management – A statement of Natural England’s Views about the management of Epping Forest Site of Special Scientific Interest (SSSI)
 - 2.3 Conservation strategies included in the *Branching Out* Project Stage II Plan (Nov 2008) – the Grazing Strategy (and subsequent approved Grazing Expansion Plan) and the Keystone Trees Strategy;
 - 2.4 Highams Park Dam improvement project and reports of the City of London’s Panel Engineer;
 - 2.5 Wanstead Park Conservation Statement (2011)
 - 2.6 Consultations with the Epping Forest Centenary Trust (EFCT) and Epping Forest Conservation Volunteers (EFCV), Higham Park Snedders, Epping Forest Bridleway Association
 - 2.7 A recent commissioned report entitled: The Topology and Vegetational History of Some Epping Forest Sphagnum Bogs (Adams 2017)

Current Position

3. We are in the ninth year of a 10-year agreement with Natural England for funding the restoration of 390ha of wood-pasture at Epping Forest. Following a review of progress in 2015/16 the City Corporation increased the scale of work from an average of 18 ha to around 26 ha in 2016/17 with the use of contractors. To ensure the City Corporation meets commitments by the end of the agreement the scale of the work for the next two years, 2017 and 2018, will need to be 38 hectares per year.
4. 2015/16 was the first year of this revised target and required increased arborist team time spent on wood-pasture restoration and the consideration of different work methods. During the year we trialled a forestry mulcher which has proved very helpful on the holly-dominated areas. In 2016/17, 8.9 hectares of land was restored utilising the mulcher.
5. During 2016/17, for the first time, Epping Forest Officers worked with three different contractors to help meet the wood-pasture target. Initially there was some apprehension over the use of contractors for an activity that requires

considerable sensitivity and judgement by the operators. However, the quality of the work undertaken has been to a high standard and, as a consequence, four local companies have been identified as capable of delivering this work, who it is felt properly understand the challenge of working in the Special Area of Conservation (SAC). Epping Forest has received good support from the City Procurement Service (CPS) in setting up these contracts to ensure the City Corporation achieves competitive prices for the work

6. Following good contract performance, in line with CPS guidelines, the City Corporation has been able to confirm a three-year agreement with Warren Smith Farming Ltd to undertake the contract side of our grassland and haylage management programme and with Bush Wheeler Services for our roadside hedge and verge management.
7. The proposed 2017/18 programme focuses on ensuring the City Corporation deliver our HLS woodpasture restoration commitments, consolidating the grazing programme and managing risks - particularly those related to highways woody verge vegetation, tree pests and diseases, fly-tipping, rough sleeping and tree safety.
8. Both the grasslands and wood-pasture operations are supported by agri-environment payments from the Rural Payments Agency and Natural England.

Proposals

9. Estates Maintenance Contract (EMC): In partnership with the CPS the City Corporation let two bulk contracts, grass cutting and road verge cutting, on a three-year basis in 2015 and a further Haylage cutting contract in 2016. It is proposed that we continue with these contracts for the 2017/18 year and look to retender them in 2018/19
10. Habitat Conservation Programme 2017 -2018: The key activities of the habitat conservation programme are described below:
11. **Wood-pasture Restoration:** To ensure City Corporation meets the HLS commitments for the Forest the work will be continuing with the annual wood-pasture restoration programme at the enhanced level initiated in 2015/16. In 2017/18 it is planned to work 38 ha within 18 of the 38 Forest compartments. The larger areas of work would take place the following compartments:
 - Gilbert's Slade (Compartment 35)
 - Walthamstow Forest (Compartment 34)
 - Lords Bushes (Compartment 32)
 - Barn Hoppitt (Compartment 29)
 - Bury Wood (Compartment 24)
 - Pillow Mounds & Comical Corner (Compartment 14)
 - Honey Lane Quarters (Compartment 9)
- 11.1 The majority of the wood-pasture restoration work is scheduled to commence from mid-July after the bird breeding season and, following the

tree safety work, and will continue through to March 2018. It is anticipated that it will occupy the Arborist teams for much of that time.

12. **Wood-pasture Maintenance:** Following work to restore areas to wood-pasture, annual maintenance is required to control tree stump regrowth, seedling growth and coarse vegetation, such as brambles. Such work is necessary under the HLS scheme requirements and is undertaken on a 1-2 year rotation depending on the vigour of the local vegetation. In 2017, around 94 ha of cleared wood-pasture will need to be cut with tractor mounted flails and represents an expanding workload for us as we create more newly restored areas each year. It is proposed that this work will largely be undertaken with in-house staff who have the local knowledge and experience of the sites to ensure we get best quality management of this important conservation task.
13. **Bogs:** following a detailed report on the important Epping Forest bogs system, many of which are an integral part of the internationally-protected SAC heath habitats, a programme of work will be discussed with the conservation volunteer groups to enhance their existing efforts on these sites. In addition, the invasive vegetation that has been able to colonise Lodge Road Bog (north) due its recent drying out will be tackled. This bog is the most important site for bog flora in Essex and London. The clay bund has already been improved to protect it from ongoing vandalism and further work will now be carried out to remove invasive reed-mace and rush. Long-term plans will also be drawn up with a view to better control of water levels.
14. **Invasive Non-Native Species (INNS)** work: this part of the operational commitment looks likely to increase every year and will be subject to a review as part of the new Management Plan. In the meantime, work will carry on with the control of Floating Pennywort (see Ponds/Lakes below) and a detailed review of any proposed further Rhododendron removal will be placed before your Committee in September. The planned removal of Larch from The Warren Plantation (Compartment 15) will take place in the late summer/autumn of 2017 with tenders from contractors being sought over the summer. The Larch has value although fast-grown and a large part if not all the costs of removal should be covered by its sale value to the future contractor(s).
 - 14.1 An old Oak Processionary Moth (OPM) nest was discovered on the Forest at Trueloves (Blind Lane) (Compartment 17) during the autumn 2016. As a result a Statutory Notice will be issued by the Forestry Commission and insecticide spraying work will be required during May 2017 over a radius of 50m immediately around the nest. Given the arrival of this pest species in the Forest and its likely expansion here the costs of controlling nests is likely to increase. Currently, in the geographical area in which Epping Forest resides control of the nests is a statutory obligation of the landowner with concomitant costs.
15. **Grassland work:** The grassland work will continue across the Forest as in recent years using a similar programme. To help free up staff time to undertake the expanded conservation grassland management work (see Woodpasture Maintenance above) more of the standard agricultural grass cutting work will be

contracted out. The grassland work is supported by the Entry Level Stewardship Scheme funded by Natural England.

16. **Grazing:** the grazing operation is now being run in-house following Committee approval in November 2016 (Report SEF50/16). This year Longhorn cows will return to be grazed over both the Fairmead extensive grazing area and the invisible-fenced Chingford Plain & Bury Wood grazing area. The newly-fenced Trueloves and Fernhills visited by your committee in November 2016 will also be grazed. As in previous years smaller areas at Warren Wood Slope and at the northern heathland sites will also see Longhorn grazing. Just over 20 Longhorn cows will graze the Fairmead and Chingford areas, but over all the Forest sites listed above there will be up to 60 animals grazing. These numbers will increase in future years as the herd grows in size.

16.1 During 2017-18 to provide an area where the cattle can be collected and handled efficiently and safely or even temporarily impounded, if required, we are proposing to enclose Fairmead Car Park with a cleft chestnut post-and-rail fence. The car park will be available for vehicle users except for the occasional times when there is a need to move or handle the cattle. It is proposed that we leave pedestrian entrances un-gated to minimise barriers to visitors and these gaps will be closed with hurdles as and when required.

17. **Buffer Land Fencing:** During 2016 and 2017 repairs to the fencing were undertaken on the buffer lands with the boundary with the M25 particularly reinforced. However, it is evident that the condition of these fences has deteriorated markedly. Much of the fencing was installed at the same time and as a consequence it is deteriorating as a cohort. In seeking external graziers and to make a charge for grazing under an annual grazing licence, the poor condition of the fences is a hindrance or in some cases may even prevent the letting of grazing.

17.1 To progress a phased repair of the fences it is proposed to use the dedicated Warlies budget to finance the repairs to fencing in Warlies during 2017. It is further proposed to undertake the fencing of the Copped Hall Deer Park, which is estimated to cost around £12,000. This site could then be let out under a grazing licence this year for which a grazier has offered £3,400 (covering over 25% of the costs in the first year). With a number of other smaller but vital fencing repair tasks we propose investing a total of £18,500 in essential fence repairs in 2017/18, in addition to the Warlies fencing costs

18. **Ponds/Lakes:** In 2016/17 specialist contractors removed over 40 tonnes of the invasive non-native aquatic weed 'Floating Pennywort' (*Hydrocotyle ranunculoides*) from the Perch Pond at Wanstead Park. The initial clearance was followed up by monthly herbicide treatments of any remaining patches of floating pennywort. This work has been very successful in reducing the prevalence of the weed, however, we expect there will still be colonies of the weed that will need further treatment for the next two years at least.

18.1 Following the re-lining of Jubilee Pond in 2013 a combination of intensive pressure by geese and the effect of wave action have led to the pond liner

becoming exposed through erosion on the margins. This erosion damage is extensive and during 2016/17 two measures enhancing reinforcement of the pond edge were trialled.

18.2 Rock protection of a small section has proved successful and shown that it could be a lasting solution for the pond edge frequented by people. The use of brushwood faggots, obtained from the Forest with the help of the Happy Loppers volunteers, to protect the edge of the islands will take a little longer to demonstrate the success due to the need for natural vegetation to colonise and establish.

18.3 To protect the City's substantial investment in the re-lining of Jubilee pond Epping Forest Officers will work with colleagues from the City Surveyor's Department on how best to take forward the results of the two trial repairs undertaken by Epping Forest teams and volunteers.

19. Visitor Access Management Programme: In addition to at least an annual cut of official bridleways the following specific visitor access works are proposed to take place in the Forest during the year:

19.1 Theydon Bois Green: Working with Theydon Parish Council the landscape infrastructure on the Green will be reviewed along with general site management issues. Some aspects of these were introduced to members of the EFCC attending the November 2016 site visit. During 2017, and following further discussion at an EFCC local meeting, a number of follow up actions to improve the look of the area will be implemented, e.g. standardising the waste bins across the site and improving risk management through relocating benches away from trees that are shedding branches.

19.2 Highams Park: The work started by volunteers from Epping Forest Centenary Trust (EFCT) in 2014 to remove holly and scrub to open views onto the lake and improve access and to reduce competition around Keystone Trees will be continued. In 2017/18, as in previous years, much of the work will be delivered through a volunteer programme with particular support from the 'Highams Park Snedders'. At the request of the Local Planning Authority trees planted as part of the landscaping of the dam improvement works of 2013 and which have died need to be replaced. Agreement has been reached to vary the location of the trees through a revised planting plan that better helps respond to some of the issues being faced following the improvement works, such as planting a hedge to deter people walking up the face of the dam.

19.3 Ride improvements: A volunteer audit of the Forest's rides and paths is planned. This will look specifically at the edge vegetation, path condition, and presence and absence of drainage. This information will allow the production of an improvement and maintenance plan that will more accurately identify the costs for managing the ride and path system. It is anticipated that this work will identify a number of substantive issues and will be brought to the EFCC on completion for further discussion and

consideration. Routine maintenance of path edge vegetation will be continued across the whole network.

19.4 Bollarding Smarts Lane and Queens Greens: In response to increasing parking abuse on Forest Land it is proposed to protect Smarts Lane Green with bollards. The intention is that the bollards used will be a standard suitable for wider application in the Forest and the installation at Smarts Lane Green will be used as a test to gauge the appropriateness for wider adoption in the Forest. One potential location is Queens Green at High Beach where the bollards are deteriorating quickly and will need replacement over the next two years. A temporary fix was achieved as part of the works in response to the recent Royal visit.

19.5 Parkland Plan, Wanstead Park: Development work on the Parkland Plan will continue in 2017/18 with the support of the consultants LDA Design and in conjunction with Heritage management colleagues from the City Surveyors Department. Work on this project has taken longer than planned however the current intention is to have a draft plan for the EFCC's Wanstead Park Working Group to discuss in September 2017. A Gateway 1 report will be submitted to the Project Sub Committee to inform them that we are working on project proposals that could lead to a significant project. A funding plan will be developed alongside the Parkland Plan and will form part of the discussion papers proposed for the Wanstead Park Working Group.

20. Risk Management Activity: Ongoing maintenance of highways edge vegetation will largely be contracted out through a three-year agreement with a local provider. In-house teams will focus on the more tricky locations where there are a number of constraints such as frequent parked cars and on maintaining sightlines at path and road junctions.

20.1 Trees identified for hazard removal will be a significant proportion of spring and summer programmes for the Arborist Teams. The tree safety zone map was reviewed in 2016 and in the process of doing this a number of opportunities for reducing our liabilities were identified. For example, all roads are surveyed every year but this does not distinguish between roads with fast or slow moving traffic. Working within the parameters of the tree safety policy it may be appropriate to survey some roads on a two-yearly basis rather than an annual basis which will reduce our survey costs. This review will be complete in time for the 2017-18 tree safety survey.

20.2 A potentially difficult tree safety operation held over from 2016 will be the reworking of the poplar and plane avenue at Woodford, leading to the Winston Churchill statue. An increasing number of trees are being identified for tree safety works and the avenue is getting to a point when its replacement should be considered. It is proposed that the City Corporation consults on the suggested felling of every second tree and planting the gap created with an appropriate new tree, for example English Oak (*Quercus robur*). The remaining avenue poplars will be retained until such time as the new planted oaks are sufficiently established and flourishing, circa 5-10 years' time. At this point the City Corporation would look to fell and replace

the remaining avenue poplars with English Oak. A more detailed proposal for managing this prominent avenue will be discussed at an EFCC Local meeting before being progressed with the London Borough of Redbridge members and officers at one of the regular liaison meetings which we host.

20.3 Car park: A review of our car parks is to be implemented in 2017. This will identify a strategy for their management and result in a detailed routine maintenance and improvement plan for these. As with the path review it is likely this work will result in a number of substantive issues which will be brought to the EFCC on completion for further discussion and consideration. Specific car park works proposed for 2017 will look to improve the security of car parks to reduce anti-social behaviour and fly-tipping.

Corporate & Strategic Implications

21. Open Spaces Department Business Plan - The proposals follow from three of the Open Spaces Department's Strategic aims of: providing high quality accessible open spaces, involving communities in site management and adopting sustainable working practices.

22. Epping Forest Management Plan - The proposals match a number of the Epping Forest Vision for the 21st Century's key visions including:

- Epping Forest's position as a unique and ancient landscape for people and wildlife will be strengthened;
- The Forest will retain its natural aspect with the diversity of wildlife habitats enhanced and the features of international importance protected.
- Epping Forest will be highly valued as part of a larger and fully accessible protected landscape area.

Implications

22. Financial - The work outlined in the proposed work programme is to be covered by the local risk budget of Epping Forest Division supplemented by grant aid from the Basic Payment Scheme (BPS) and the Environmental Stewardship Scheme grant awarded by Natural England covering both Entry Level (ELS) and Higher Level (HLS) work. Grant income from these schemes in 2017 - 2018 will be over £260,000 (uncertainty regarding the new BPS scheme rates and the Euro-Pound exchange rate mean an exact figure is not possible at this stage). This total includes a Stewardship grant element for Forest habitats of over £160,000.

23. Legal - The habitats work programme is carried out in accordance with the Conservators' powers and duties under the Epping Forest Act 1878. Formal consent for these works has been sought from Natural England under Section 28 of the Wildlife and Countryside Act 1981 (as amended) for the SSSI and as required under the Habitats Regulations 2010 in relation to the SAC. The Stewardship-related works form part of an agreement with Natural England for grant payments in support of the restoration of habitats within the SSSI towards Favourable Condition status.

Conclusion

24. The work outlined above is drawn from the 2004-10 Epping Forest Management Plan, associated documents developed from that Plan and SSSI Favourable Condition priorities agreed with Natural England. Most of the work is a continuation of projects started in previous years.
25. The habitat work concentrates on ensuring the achievement of favourable condition of our wood-pasture, grasslands and heaths and that we meet our 10-year commitments under the HLS.
26. Volunteers will be instrumental in delivering a large proportion of the work on a number of key projects in 2017/18.
27. In-house teams will deliver much of the work detailed in the report. Contractors will be used to support implementation of the grass cutting and highway vegetation management works and a doubling of contractor involvement in woodpasture restoration work. is proposed.

Appendices

- None

Background Papers

The Epping Forest Management Plan 2004-2010;
The Barn Hoppit Wood-pasture Restoration Plan 2006-2011;
The Lords Bushes and Knighton Woods Integrated Site Plan 2004-2010;
The Wanstead Flats Integrated Site Plan 2006-2011;
Branching Out Stage II Project Plan (Nov 2008) – including the Keystone Trees and Grazing Strategies;
SEF 01/13 Epping Forest & Commons Committee Report: Grazing Expansion Plan for Implementing the Epping Forest Grazing Strategy. 13th Feb 2013.
Wanstead Park Conservation (2011);
SEF 50/16 Epping Forest & Commons Committee Report: Epping Forest Grazing Expansion Plan Continuity Arrangements. 21st November 2016
The Topology and Vegetational History of Some Epping Forest Sphagnum Bogs (Adams 2017).

Geoff Sinclair & Jeremy Dagley

Head of Operations & Head of Conservation

T: 020 532 1010

E: geoff.sinclair@cityoflondon.gov.uk & jeremy.dagley@cityoflondon.gov.uk

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Committee(s)	Dated:
Epping Forest and Commons	15 05 2017
Subject: Epping Forest Sports Charges 2017/18 SEF 8/17	Public
Report of: Superintendent of Epping Forest	For Information
Report author: Jacqueline Eggleston – Head of Visitor Services	

Summary

This report reviews the charges for the Association Football facilities that are provided at Epping Forest together with the fees charged for Golf at Chingford Golf Course and seeks approval for the proposed charges for the 2017/18 seasons.

A review of charges at comparable sites for both football and golf has been undertaken. New charges are proposed that are based on market position rather than an inflationary increase.

Rather than proposing a generic increase across all the service, the new charging proposals increase or decrease each specific charge by an amount relative to that service. There are also proposals for changes to the terms that are applied to the charges.

Association Football charges have been steadily increasing over preceding years. Casual play prices for golf have not changed in 8 years and season ticket price for 5 years. The proposed prices will still offer value for money, but bring City Corporation provision in closer alignment with direct competitors both in pricing and products and facilities offered.

Recommendations

- That the proposed charges for football facilities in Epping Forest for 2017/18 be increased as detailed in Appendix A & B
- That the proposed charges for golf at Chingford Golf Course for 2017/18 be increased as detailed in Appendix C.
- The Superintendent retains delegated powers to discount or offer promotional rates in order to develop new users and customers.
- The Superintendent retains delegated powers to revise the current sport charges terms and conditions

Main Report

Background

1. Since 1890 the City of London (COL) has at the request of the London Playing Fields Society (now Foundation) provided sports facilities at Wanstead Flats Playing Fields (WFPF). Current Association Football provision now extends to 44 football pitches, 1 Lacrosse pitch and 3 sports pavilions over a footprint of 150 acres of Wanstead Flats.
2. When final figures have been fully compiled, it is expected WFPF will have hosted over 2,250 matches in 2016/17. This season the pitches will have hosted over 67,000 players compared to 75,000 last season (2015/16). This reduction in play is due to summer games not being generated due to the end of Football Development Officer role, which completed 10 January 2014. The pitches acted as a home venue for 297 teams from 123 clubs from a variety of backgrounds. In total over 600 teams (home and away) will have played at WFPF.
3. Chingford Golf Course was originally established in 1888 as the Royal Epping Forest Golf Club. In 1901, the City of London took responsibility for the course. Chingford Golf course has been directly managed by Epping Forest since April 2016 before which it had been managed through a management contract with a golf professional.

Current Position

Association Football

4. The City of London has supported football development with a charging policy that aims to maximise income but is balanced by a controlled subsidy to stimulate growth in the activity
5. Where concessionary charges apply, the charges have generally been set at 50% of the full price for the facility and apply to young people under 17, students in full time education, older people aged 60 or over, disabled people, unemployed people and schools/youth organisations, on production of the appropriate accreditation.
6. According to the Redbridge Playing Pitch Strategy (PPS), Wanstead Flats currently provides 44% of pitch provision for the London Borough of Redbridge whose administrative boundary encompasses much of the Flats. Although London Borough of Newham has not yet produced their PPS it is envisaged that Wanstead Flats will also provide a substantial element of their provision.
7. A needs analysis has been undertaken this year by the Football Association which identifies increasing demand for football provision in the area over the coming years.

8. In order to meet this latent demand and forward plan for future demand a study is taking place to look at options for the sustainable provision of football on Wanstead Flats with a view to seeking external funding in the near future.
9. Integral to the need for sustainability is pricing that reflects the current market value and the need for co-ordinated and effective grounds management that responds directly to established demand.

Golf

10. Following approval by your Committee on 26 January 2016, management of the golf facilities was brought in-house on 23rd March 2016; a change to third party management by a contracted Golf Professional. The new manager was not appointed until June 2016 and there was no direct management in the interregnum. The closure of the café for the entire financial year and the poor presentation of the golf shop pending alterations presented additional challenges to the successful management of the course.
11. Golf has seen a decline in play nationally over the last several years. Club membership in England dropped 20 per cent between 2004 and 2013, according to England Golf, participation in terms of rounds played dropped 7% between 2014 and 2015. However, there is some indication that the rate of decline is beginning to slow.
12. Despite these challenges, it is anticipated that the end of year outturn will still show a surplus of £18,000. A total of 19,169 rounds of golf were played this year.
13. The major refurbishment for the Caddie House shop and café is now almost completed. This work included the upgraded landlord rewire, replastered walls, a new floor and a new heating system. As previously reported to your Committee 16 January 2017, tender processes for a new café operator have been successful and facilities will reopen shortly. The shop and booking office will continue to be managed in-house.
14. Chingford Golf course now has its own stand- alone website and online ticketing is available <http://www.chingfordgolfcourse.co.uk/>

Charging proposals for 2017/18

Association Football

15. It is proposed that Charges for football are again increased this year on an individual category basis rather than by percentage in order to bring charges more closely in line with neighbouring facilities. The level of increase ranges from 5.88% to 15%. Charges have been increased for adult season pitch hire and for adult casual hire; despite this our charges remain at the lower end of the price comparison against other nearby

providers. A greater rise is proposed for Saturday Adult football rather than Sunday Adult Football to help reduce the Saturday/Sunday price ratio closer to the optimum pricing target of 1:1.3.

16. The comparison of pitch hire charges between WFPF and its nearest competitors is detailed in Appendix A along with a graph in Appendix B to demonstrate pictorially where Wanstead Flats charges per game would sit alongside competitors after price increases.
17. Block booking for the season is at a discounted rate, however an additional 5% discount has traditionally been offered to incentivise prompt payment in advance. Should payment not be received in advance this discount will not be applied.
18. Clubs will also be required to pay a refundable deposit at the start of the season which will be deducted if teams leave litter or misuse the changing facilities.
19. The proposed price changes for both golf and football are designed to aid our planning of grounds care works and our desire to improve the quality of the playing surfaces, which are currently classified as 'standard'. For Wanstead Flats in particular, to continue to be competitive in value for money terms, this is essential as further improvements will need to be met from additional income.

Golf

20. A review of operations and charging policy since managing the course in house this year, has highlighted key areas for change in order to improve business.
21. The current charging policy does not proactively promote growth of the business. The payment terms are overly generous to the season ticket holder and presents an unacceptable risk to The City of London. The new charging policy as outlined in Appendix C, reflects the need to encourage new players as well as create more certainty on income from club members and annual season ticket holders. The rationale is explained by user group:
22. Casual Golfers (0-5 visits per year). This is a sector that requires constant monitoring and pro-active marketing to retain a share of 'nomadic' golf market. In principle, the prices of green fees have been frozen with marginal increases and decreases based around the time of day encouraging off peak times to be filled by existing users through discounting, which allows new users to book the most desirable times. We have altered the breakdown of time bands to simplify the pricing structure, which also allows us to maximise income at peak times by enforcing the standard fee for longer durations during periods where we are already at capacity.

23. Loyal Golfers (6-25 visits per year). This is a category of user of which we currently have very little usage, as we do not currently offer a reward for loyalty. The current structure offers play as a casual golfer or as a season ticket holder with a casual golfer paying between £10-£25 per game and a season ticket costing £680, with nothing in between. The proposal to introduce loyalty packages creates a stepping stone to encourage casual golfers to commit more of their annual rounds to CGC by purchasing rounds in advance, in return for up to 25% discount.
24. Regular Golfers (26 + visits per year). Regular golfers typically pay towards a season ticket and around 50% of these users belong to 1 of 3 private members clubs that choose to play golf at CGC. All the clubs concerned have made us aware of their decreasing member numbers. The proposed season ticket product rises to £750; an increase of £70, (this product was last increased in 2012), however the proposed increase includes gifting 3 guest passes worth up to £75 to encourage the club members to actively attract new players to come to CGC (and in turn join their clubs).
25. The proposal includes a change to the payment structure of this annual green fee. Currently season ticket holders pay as they play up to a capped amount set at the annual green fee price, despite the reduced fee compared to casual play. This means we are unable to forecast income and are exposed to loss in the case of inclement weather or if players move away mid-season etc. Payments will now be restricted to up to three instalments in advance to allow a more accurate predicted income and plan the reinvestment of these funds for improving the facilities.
26. The new charging policy for golf has been benchmarked with local competitor sites as indicated in Appendices D and E.

Corporate & Strategic Implications

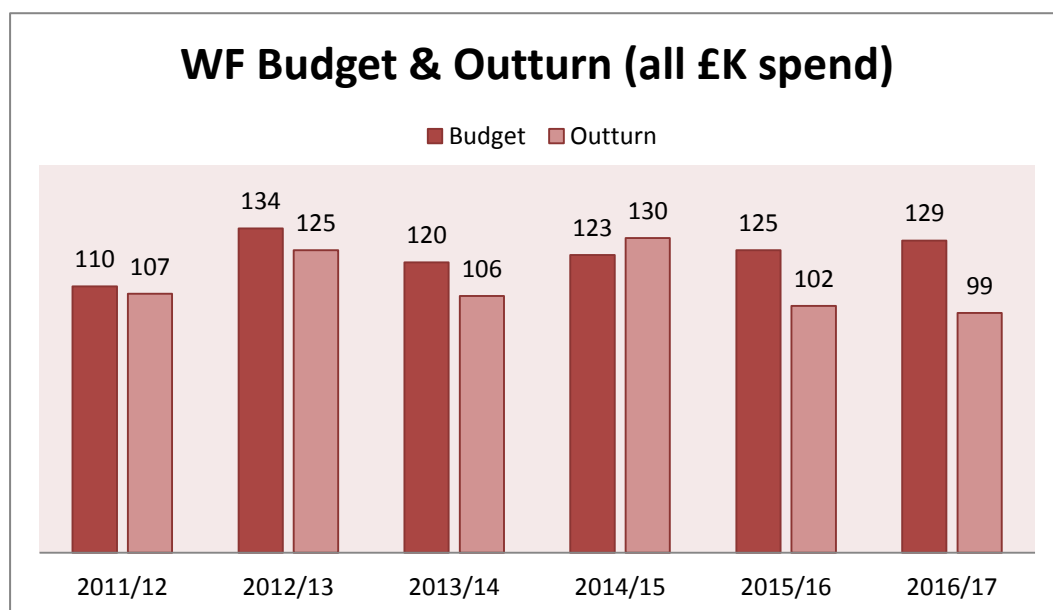
27. An Open Spaces wide Project Board has been working on various aspects of sports provision across Open Spaces to analyse levels of subsidy and investigate areas for partnership working.

Implications

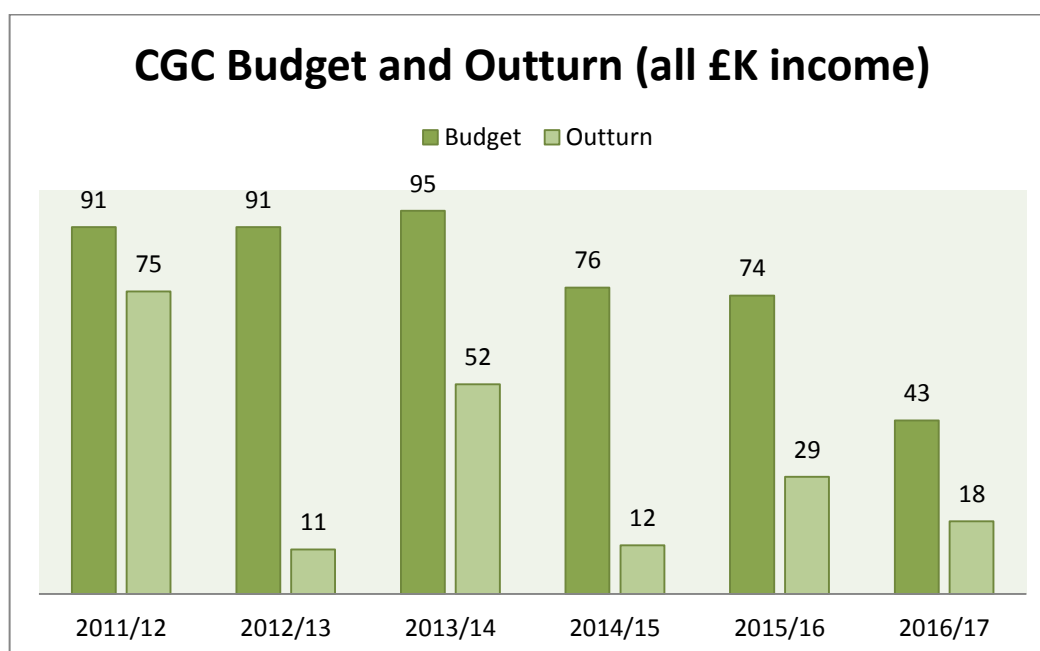
28. **Legal** – Both Football and Golf play and facilities at Wanstead Flats and Chingford respectively are provided by virtue of Section 33(1)(xiii) of the Epping Forest Act 1878, which provides the Conservators with the power to “set apart in each or any of the Forest parishes, such parts as they think fit, for the use of the inhabitants to play at cricket and other sports, and to lay out, form and maintain, cricket grounds and grounds for other sports, and, for the better use and enjoyment of the parts so set apart, to

enter into agreements with, and confer special privileges on, particular clubs or schools”.

29. Section 76(1)(b) of the Public Health Acts Amendment Act 1907, as applied to Epping Forest, also allows the Conservators to set apart areas for the purpose of cricket, football, or any other game or recreation. Under section 56(5) of the Public Health Act 1925 the Conservators may charge reasonable sums for the use thereof.
30. The provision of sports pitches helps the Open Spaces Department achieve one of its Departmental objectives; to ‘improve the health and well-being of the community through access to green space and recreation’. It also delivers the Corporation’s Key Policy Priority KPP5 of ‘increasing the outreach impact of the City’s cultural, heritage and leisure contribution to the life of London and the nation.
31. **Financial** - 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 they provide, after taking into account local considerations and priorities.
32. The provision of football at Wanstead Flats traditionally has an operational subsidy, where more is spent on facilities than income is generated. The last six year’s budgets and outturn are shown in the graph below. These are nett figures, for example in 2016/17 Wanstead Flats had an expenditure budget of £199K and income target of £70K, achieving £169K and £63K respectively.



33. The City's budget management policy for 2017/18 assumes income will be at least the same as 2016/17. The proposed increase will ensure that Wanstead Flats remains competitive with its local competitors, remaining the least expensive in the area (apart from West Ham Park which does not have sufficient provision to be able to seriously impact on migration of clubs). Previously some sports clubs have reported that they are either in financial hardship or have closed down due to economic reasons, however, should clubs close or turn to alternative venues, savings will be made in the cost of providing pitches which can be reduced.
34. The last six year's outturn figures for golf are below. All figures are nett income, demonstrating that although CGC has not met historic levels of budgeted income in this time, it has not yet made a nett loss. For example in 2016/17 Chingford Golf Course had an expenditure budget of £245K and income target of £288K, achieving £252K and £265K respectively. Figures in this year differ from previous due to budgeted £45K expenditure in improvements to Caddie House facilities.



Conclusion

35. The charging proposals for Association Football recognise the City Corporation's important place in the pan-London grassroots football market. The proposals seek to both continue to grow demand and sustain provision, whilst making improvements.
36. The new golf charging proposals create a clear pathway for players that represent value for money. The new tariff rewards loyalty and commitment, which in turn allows us to improve planning and develop a more sustainable business.

Appendices

Appendix A – Wanstead Flats Proposed and Competitor Prices

Appendix B – Wanstead Flats Competitor Price Analysis Graph

Appendix C – Chingford Golf Course Proposed Prices

Appendix D – General Golf Price Comparison

Appendix E – London Public Golf Course Price Comparison

Jacqueline Eggleston

Head of Visitor Services

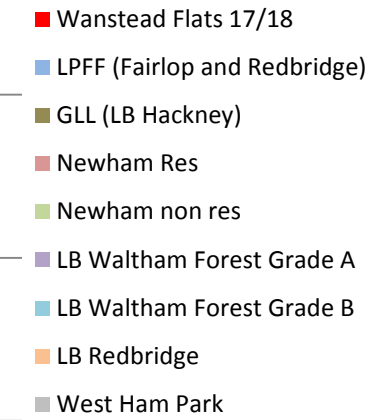
T: 020 8532 5315

E: jacqueline.eggleston@cityoflondon.gov.uk

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APPENDIX B

Wanstead Flats 2016~17 Price Per Game relative to local others



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Appendix C

Chingford Golf 2017-18 Prices

Product	2016-17	2017-18 Proposed	% Change by relevance	Notes
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Green Fees/Casual Play

Adult Weekday before 8am	£16.00	£10.00	-37.5%	
Adult weekday before 11am	£16.00	N/A		
Adult Weekday before 1pm	N/A	£18.00	12.5%	
Adult Weekday before 11am - Twilight	£14.00	N/A		
Adult Weekday 1pm until Twilight	N/A	£14.00	0.0%	
Adult Weekday Twilight	£10.00	£10.00	0.0%	
Senior Weekday 60+ before 8am	£10.00	£10.00	0.0%	
Senior Weekday before 11am	£12.00	N/A		
Senior Weekday 60+ before 1pm	N/A	£14.00	16.7%	
Senior Weekday before 11am - Twilight	£10.00	N/A		
Senior Weekday 60+ 1pm until Twilight	N/A	£10.00	0.0%	
Senior Weekday 60+ Twilight	£10.00	£10.00	0.0%	
Junior Weekday before 8am	N/A	£10.00		
Junior Weekday before 11am	£10.00	N/A	0.0%	
Junior Weekday before 1pm	N/A	£12.00		
Junior Weeday Before 11am - Twilight	£10.00	N/A	20.0%	
Junior Weekday 1pm until Twilight	N/A	£10.00	0.0%	
Junior Weekday Twilight	£10.00	£10.00	0.0%	
Adult Weekend & Bank Holidays before 8am	£25.00	£20.00	-20.0%	
Adult Weekend & Bank Holidays before 11am	£25.00	N/A		
Adult Weekend & Bank Holidays before 1pm	N/A	£25.00	0.0%	

Adult Weekend & Bank Holidays before 11am - 3pm
 Adult Weekend & Bank Holidays before 3pm - Twilight
 Adult Weekend & Bank Holidays 1pm until Twilight
 Adult Weekend & Bank Holidays Twilight
 Senior Weekend & Bank Holidays before 8am
 Senior Weekend & Bank Holidays before 10am
 Senior Weekend & Bank Holidays before 11am
 Senior Weekend & Bank Holidays before 1pm
 Senior Weekend & Bank Holidays before 11am - 3pm
 Senior Weekend & Bank Holidays before 3pm - Twilight
 Senior Weekend & Bank Holidays 1pm until Twilight
 Senior Weekend & Bank Holidays Twilight
 Junior Weekend & Bank Holidays before 8am
 Junior Weekend & Bank Holidays before 11am
 Junior Weekend & Bank Holidays before 1pm
 Junior Weekend & Bank Holidays before 11am - 3pm
 Junior Weekend & Bank Holidays before 3pm - Twilight
 Junior Weekend & Bank Holidays 1pm until Twilight
 Junior Weekend & Bank Holidays Twilight

£20.00	N/A	
£15.00	N/A	0%
N/A	£17.50	effectively
£10.00	£10.00	0.0%
£25.00	£20.00	-20.0%
	£25.00	
£25.00	N/A	0.0%
N/A	£17.50	
£15.00	N/A	16.7%
£10.00	N/A	
N/A	£15.00	50.0%
£10.00	£10.00	0.0%
N/A	£12.50	-50.0%
£25.00	N/A	0.0%
N/A	£15.00	15.4%
£13.00	N/A	
£10.00	N/A	25.0%
N/A	£12.50	
£10.00	£10.00	0.0%

Pricing is based to encourage play at off peak times by current users to allow new users to be able to book prime time. It is essential that the club times are reviewed through April to understand capacity and react accordingly as they currently control all prime time but return the lowest spend per head as high utilisation of the season ticket at prime time.

Junior prices have gone down in some areas and up in others, my instinct for 15 and under is half price anytime, 16 - 19 year olds 75% of the price at time of play...Your thoughts please.

Season Tickets

Adult 7 Day

Senior 7 Day

Intermediate 19 Year Olds
 Intermediate 20 Year Olds
 Intermediate 21 Year Olds
 Intermediate 22 Year Olds

£680.00	£750.00	10.3%
£500.00	£575.00	15.0%
£230.00	N/A	N/A
£330.00	N/A	N/A
£430.00	N/A	N/A
£530.00	N/A	N/A

2017-18 price includes 3 guest tickets worth up to £75

2017-18 price includes 3 guest tickets worth up to £75

The inclusion of the guest tickets is to encourage season ticket holders

Intermediate 23 Year Olds

Intermediate 25 - 29 Year Olds

Intermediate 20 - 24 Year Olds

Youth 16 - 19 Year Olds

Junior Under 16 Years

£630.00	N/A	N/A
N/A	£600.00	N/A
N/A	£400.00	N/A
N/A	£200.00	N/A
N/A	£100.00	N/A

and club members to be proactive in finding new users for CGC and the associated clubs. If the tickets are used at prime time, it means that none of the season tickets exceed 2016-17 prices. it also offers a more progress and long term strategy to encourage junior to move to youth fees and eventually a full adult fee over a 15 year period rather than 7.

2017-18 price includes 3 guest tickets worth up to £75

2017-18 price includes 3 guest tickets worth up to £75

2017-18 price includes 3 guest tickets worth up to £75

2017-18 price includes 3 guest tickets worth up to £75

Loyalty Packages - New Product

Gold - Buy 15 get 5 free (Weekday)

Silver - Buy 10 get 3 free (Weekday)

Bronze - Buy 5 get 1 free (Weekday)

Senior - Buy 10 get 3 free (Weekday)

Gold - Buy 15 get 5 free (Weekend)

Silver - Buy 10 get 3 free (Weekend)

Bronze - Buy 5 get 1 free (Weekend)

Senior - Buy 10 get 3 free (Weekend)

N/A	£270.00	N/A
N/A	£180.00	N/A
N/A	£90.00	N/A
N/A	£140.00	N/A
N/A	£375.00	N/A
N/A	£250.00	N/A
N/A	£125.00	N/A
N/A	£175.00	N/A

New product aimed at committing the casual golfer to CGC, longer term to convert casual to loyalties, loyalties to season tickets, season tickets to club members giving a guaranteed income whilst continuing to grow the casual golfer to provide a bloodline.

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1	Appendix D							
2								
3	Local Competitor Analysis February 2017							
4	Name	7 day Membership	5 day membership	weekday	weekend	Weekend twilight	Weekday Twilight	Buggy Hire
5	Theydon Bois Golf Club	£1,364.00	n/a	£15.00	£15.00	n/a	n/a	
6	Epping Golf Course	£865.00	£405.00	£17.00	£24.00	£15.00	£10.00	
7	West Essex Golf Club	£1,482.00	£1,075.00	£30.00	£40.00	£20.00	£20.00	
8	Lea Valley Golf Course	£600.00	£365.00	£18.50	£19.50	£14.00	£13.00	
9	Wanstead Golf Club							
10	Abridge Golf Club							
11	Romford Golf Club		£995.00	£30.00	£42.50	n/a	n/a	
12	Enfield Golf Club	£1,490.00	£1,200.00	£22.00	£30.00	n/a	n/a	
13	Muswell Hill Golf Club			£25.00	£35.00	£15.00	£15.00	
14	Fairlop Waters	£610.00	£395.00	£18.50	£28.00	n/a	n/a	
15	Woolston Manor Golf Club			£25.00	£30.00			
16	Trent Park Golf Club	£1,000.00	£570.00	£17.00	£27.00	£18.00	£16.00	
17	Toot Hill Golf Club			£35.00	£40.00	£30.00	£20.00	
18	Cheshunt Golf Course	£115.00 (green fees paid separately)	n/a	£20.00	£26.00	£16.00	£13.00	
19	Woodford Golf Club	£850.00	n/a	£17.00	£20.00	£13.00	£10.00	
20	Whitewebbs Golf Course	£260.00 (green fees paid separately)	n/a	£18.00	£24.00	£18.40	£14.50	
21								
22	Chingford Golf Course	£680.00	n/a	£16.00	£25.00	£10.00	£10.00	£15.00
23								
24		indicates lowest fee						
25								

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Appendix E

London Public Golf Course Analysis - March 2017

Public Course name	Visitors price (weekday)	Visitors price (weekend)
Hampstead	£40.00	£45.00
Finchley	£35.00	£45.00
West Middlesex	£30.00	£40.00
Mill Hill	£32.00	£40.00
Sudbury	£25.00	£40.00
Hendon	£19.00	£36.00
Richmond Park	£30.00	£35.00
Shooters Hill	£30.00	£35.00
Muswell Hill	£25.00	£35.00
Shirley Park	£28.00	£30.00
Fairlop Waters	£18.50	£28.00
Trent Park	£17.00	£27.00
Basildon	£20.00	£27.00
Cheshunt	£20.00	£26.00
London Scottish	£20.00	£25.00
Ilford	£15.00	£25.00
Wimbledon Common	£15.00	£25.00
North Middlesex	£20.00	£25.00
Chingford	£16.00	£25.00
Whitewebbs	£18.00	£24.00
Epping Golf Course	£17.00	£24.00
Risebridge	£17.50	£23.00
Brent Valley	£18.00	£22.00
Woodford Golf Course	£17.00	£20.00
Lee Valley	£18.50	£19.50
High Beech	£15.00	£15.00

Researched 17/3/2017

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Committee(s)	Dated:
Epping Forest and Commons	21 05 2017
Subject: Ancient Tree Forum Concordat signing SEF 07/17	Public
Report of: Director of Open Spaces	For Decision & Action
Report author: Dr Jeremy Dagley – Head of Conservation, Epping Forest and Dr Helen Read – Conservation Officer	

Summary

This report sets out the background to the close relationship forged over 24 years between the Ancient Tree Forum (ATF) and the City of London (CoL). It demonstrates how both organisations have furthered the conservation of ancient trees through active management and a number of other initiatives, including training newcomers to the field. The ATF Concordat (see **Appendix 1**) sets out a vision for ancient tree conservation, with 11 key objectives to secure their future in the landscape.

The partners to the Concordat will seek to achieve this by, for example, ensuring that there is a mutually supportive network of organisations promoting the value of these trees, making clear their irreplaceability and managing the landscapes, both urban and rural, to prevent all avoidable losses. The proposed signing of the Concordat would be in full accord with the CoL's existing biodiversity policy and its approach to the conservation management of its sites over many decades. The signing of the document would help to endorse and raise the profile of the Concordat's aims and it is proposed, therefore, that a public signing of the Concordat is made an event at the forthcoming ATF Summer Conference being hosted at Epping Forest on 13th and 14th July.

.

Recommendation(s)

Members are asked to:

- approve the signing by the Town Clerk, in liaison with the Chairman, of a Concordat between the Ancient Tree Forum and the City of London promoting the long-term protection of ancient trees.

Main Report

Background

1. The Ancient Tree Forum (ATF) is a Registered Charity (No. 1071012), that over the last twenty years has pioneered the conservation of ancient trees¹ in the UK and worldwide.
2. The ATF is the main UK organisation concerned solely with ancient trees and it seeks to secure the long-term future of ancient trees through advocacy for:
 - no further avoidable loss of ancient trees;
 - good management;
 - and the development of a succession of future ancient trees.
3. The ATF works with owners, tree-care professionals and supporters worldwide and works in partnership with other organisations to secure a future for ancient trees.
4. The City of London (CoL) also has an even longer track record, and a distinguished one, of pioneering the conservation of ancient trees. Its officers have also been closely involved in the founding and growth in the influence of the ATF. Attention on the conservation and restoration management of the veteran pollards, first at Burnham Beeches and then at Epping Forest, began in the 1980s. And in March 1991, before the founding of the ATF, Burnham Beeches hosted a meeting entitled 'Pollard and Veteran Tree Management'. Subsequent to this the CoL published the proceedings under the same title, providing one of the earliest available publications on the subject of veteran (or ancient) tree conservation.
5. Following a meeting hosted by the CoL at Epping Forest in 1993, the ATF was formed. The proceedings from this Epping Forest meeting plus additional papers were brought together in 1996 by Dr Helen Read, Burnham Beeches Conservation Officer, who had also edited the 1991 volume of proceedings. This successor volume entitled 'Pollard & Veteran Tree Management II' was again funded and published by the CoL.
6. This second more detailed publication was launched at a special field meeting of the ATF on 3rd July 1996, again hosted by Epping Forest. The Chairman of English Nature, The Earl of Cranbrook, in his address congratulated the CoL on its pioneering role in the management and care of veteran trees.
7. Subsequent to this the English Nature *Veteran Trees Initiative* was started and ran for five years. The CoL was a formal partner organisation in this project and had a place on its steering group along with The National Trust, the Department for Environment, Food & Rural Affairs (Defra) and others. It culminated in another

¹ In this document, the term 'ancient trees' refers to ancient and other veteran trees

in-depth publication, authored by Dr Helen Read, and this time published in 2000 by English Nature.

8. Since 2000, the both the ATF's work and that of the CoL, have gone from strength to strength. The ATF has produced a further detailed technical guide on veteran tree management which is the key national (and increasingly international) reference work. The ATF was awarded EU funds, along with other partners, for the *VETree* project and hosted many international and national training workshops for arborists and foresters. CoL Open Spaces sites have been key training sites for these courses. It also runs highly successful annual conferences attracting many newcomers to the subject each year.
9. The CoL Open Spaces Department has also hosted many workshops (see *VETree* in paragraph 8 above for example) and training events dedicated to ancient tree management over the last 15 years and continues its annual conservation programmes for ancient trees across all Open Spaces Dept. sites, especially Epping Forest, Burnham Beeches National Nature Reserve and Ashted Common. A highlight of this work has been the major 5-year project, part funded by the Heritage Lottery Fund, which involved the crown restoration management of 1,050 ancient beech and oak pollards at Epping Forest and involved the training of 15 apprentice arborists (*Epping Forest Keystone Tree Strategy*).

Current Position

10. Over the last few years the ATF has developed partnerships to promote conservation plans and better training for ancient and veteran tree management. In June 2015, as part of this approach the ATF launched its Concordat, which it is encouraging other organisations to sign so that there is an explicit and publicly shared approach taken to ancient trees in the UK. The Concordat, attached as **Appendix 1** of this report, sets out a Vision and 11 key aims which it asks other organisations to support and try to achieve together. Concordat signatories include a number of national organisations such as The National Trust and Historic England.
11. The Concordat outlines commitments required from partner organisations and governments to safeguard the precious resource of veteran and ancient trees and to ensure future generations of trees can reach the ancient stages of growth.
12. Among the 11 key aims of the Concordat is the objective to ensure training in veteran tree management – which the CoL's sites continue to fulfil by hosting demonstration days, such as the recent Institute of Chartered Foresters' visit and a forthcoming Royal Forestry Society visit. Epping Forest and Burnham Beeches are also regular destinations for tree-care professionals seeking to view our work and share ideas.
13. The Concordat also seeks to ensure that up-to-date inventories of the ancient trees are maintained. The Veteran Tree Register at Epping Forest, with over 23,000 veteran pollards already mapped, is an outstanding example of the CoL's commitment and contribution to such a comprehensive inventory.

14. The Concordat promotes continuing research and monitoring and this is integral to the work of CoL officers at Burnham Beeches, Ashted Common and Epping Forest with further publications on ancient tree management to be forthcoming over the next few years.
15. Given the close working relationship between both organisations over more than two decades now, and our shared, pioneering approaches to ancient tree conservation, recognised in the CoL's site management plans, it is fitting that the CoL should be one of the first organisations to sign the Concordat.
16. It also seems fitting that, 24 years on from the Epping Forest meeting on veteran tree management and the subsequent founding of the ATF, the Concordat should be signed at the forthcoming ATF summer conference being hosted at Epping Forest on 13th and 14th July.

Proposals

17. It is proposed that the signing of the ATF Concordat should take place this summer at the ATF conference being hosted by Epping Forest. This event provides a showcase for the three decades of conservation pollarding work at Epping Forest and its recent *Keystone Trees* programme carried out as part of the HLF-funded *Branching Out* Project.
18. Therefore, it is recommended that your Committee approves the signing of the Concordat between the Ancient Tree Forum and the City of London by the Town Clerk's representative, in liaison with the Chairman.

Implications

19. **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*".

Conclusion

20. The two organisations, the ATF and CoL, between them have set new benchmarks in the management and safeguarding of ancient trees over the last 24 years. They have also raised the profile of these keystones of biodiversity both nationally and, increasingly, internationally. The ATF's Concordat, first drawn up in June 2015, sets down the principles and key aims for ancient tree conservation and seeks to establish a mutually supportive network of organisations that can further these objectives. It is recommended that the CoL becomes one of the first organisations to sign the Concordat, which then should encourage others to make the same public commitments to ancient tree protection.

Appendices

- **Appendix 1** – Ancient Tree Forum Concordat (June 2015 template).

Dr Jeremy Dagley

Head of Conservation, Epping Forest

T: 020 8532 5313

E: jeremy.dagley@cityoflondon.gov.uk

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Committee(s)	Dated:
Epping Forest and Commons	15 05 2017
Subject: Epping Town Green – Impact of proposed Highway Improvements on Forest Land (SEF 9/17)	Public
Report of: Superintendent of Epping Forest	For Decision
Report author: Sue Rigley – Epping Forest	

Summary

Essex County Council acting as Highways Authority wishes to undertake junction improvements at Lindsey Street / Palmers Hill, Epping which will need to incorporate Forest Land at Epping Town Green. As part of the proposal it is intending to stop vehicular movement over the Lindsey Street spur road fronting the Grade II War Memorial. The spur road is highway property. Essex County Council also wishes to restrict the spur road width for pedestrian use and incorporate the remainder of the highway into Epping Town Green, which is Forest Land.

The junction improvement works at Palmers Hill require approximately 45m² of Epping Forest Land to be dedicated for highway purposes. The junction is to be widened at the mouth to allow larger HGV's to manoeuvre following the closure of the Lindsay Street spur. Essex County Council has also indicated that this junction improvement works may facilitate better traffic flow to a future housing development at nearby Stonards Hill, though proposals are at a very early stage. The surplus spur road verge measures approx. 45m² therefore off-setting the dedication now sought.

Improvement is needed because the highway junction forms a very tight vehicular left-hand turn. The closure of the Lindsey Street spur is required as vehicles frequently mount the kerb, causing much unsightly and repeated damage to the Town Green. This has been a continuing issue for the City Corporation and Epping Town Council, which manage the Green, who have sought a solution to the damage for the previous 35 years. Road closure in front of the War Memorial will also improve its setting and provide easier and safer pedestrian access. This junction improvement may serve to facilitate access to the potential development site at Stonards Hill where the City Corporation would not then be in a position to negotiate over access rights to the development.

Recommendation(s)

Members are asked to:

- i. Approve the dedication to public highway of approximately 45m² of Forest Land at Epping Town Green, Epping in favour of Essex County Council for the widening of the junction of Lindsey Street (A) / Palmers Hill.
- ii. Approve the removal of vehicle rights on Lindsey Street (B) to pedestrianize the route and remove of 105m² of existing surfacing.
- iii. Approve the 'stopping up' of 45m² strip of public highway at Lindsey Street (B) to be incorporated into Forest Land
- iv. Support the installation and dedication in principle of approximately 60m² of Lindsey Street (B) highway surfaced and kerbed dedicated as public footpath subject to suitable terms to protect the City's interests to be agreed by the Superintendent of Epping Forest in conjunction with the City Surveyor.
- v. Note that the overall exchange of land is neutral with the new dedication of 45m² of Forest Land at Lindsey Street (A) being addressed by the surplus of 45m² at Lindsey Street (B) being incorporated into Forest Land.
- vi. Instruct the Superintendent to negotiate a care and maintenance agreement with Epping Town Council for Epping Town Green.
- vii. Instruct the Comptroller and City Solicitor to undertake any necessary documentation.

Main Report

Background

1. The Epping Town Green, also locally known as North Green, is held in trust by the City of London Corporation and forms part of Epping Forest under the Arbitrators Award of 1882. Although no formal agreement exists, Epping Town Council cares for and maintains the Green on behalf of the City Corporation and with the Town Council meeting all the routine maintenance costs. (See Appendix 1.)
2. The Epping Town War Memorial, a gritstone monument designed by Sir Edward Warren FRIBA, was unveiled in 1921. The monument was funded through public subscription and is the maintenance responsibility of Epping Town Council. The monument was Grade II Listed on 23 February 2010.
3. The War Memorial is still the focal point for Remembrance Sunday in Epping. Each year a Garden of Remembrance is laid out next to the memorial and dedicated in a special service arranged by the Epping & District Branch of the Royal British Legion. A parade and Service of Remembrance is held there on the closest Sunday to the 11th November. Over thirty wreaths are now laid on the day.
4. Epping Town Green is bounded by Church Hill to the east and the B1393 Palmers Hill to the west. In addition, the Green is criss-crossed by further highways namely Church Field; Lindsey Street (B181) and a spur also known as Lindsey Street and referred to as Lindsey Street B in this report (See Appendix

- 1). The routes all predate the Arbitration award and therefore there are no formal dedication agreements held by the City Corporation.
5. During the 1980's and 1990's the bisected and eroded character of the Epping Town Green was discussed on many occasions between the District Council, the Town Council and the City Corporation. Particular concern was expressed by all parties on the condition of Lindsey Street (B) and its impact on the setting of the War Memorial. The Conservators had taken the view that the right approach to the continuing erosion of the Green was to rationalise roads across the Greens such that at least one of them was closed.
6. The western spur of Lindsey Street (B) which crosses the Green in front of the War Memorial is of insufficient width to take two passing vehicles and the tight conventional junction of the road with Lindsey Street (A) is such that large vehicles cross on to the Greens can cause considerable damage. (See Appendix 2.)
7. In 1983, your Committee visited the site and considered two schemes which had been prepared by the District Council, then acting as agents for the Highway Authority. One provided for the widening of the junction with Palmers Hill and the other for the widening of the road from 12'6" to 18'. The Committee took the view that whether the situation remained unchanged or one of the schemes was implemented, Forest Land would be 'lost'. The Superintendent was instructed to commence discussions with the District Engineer with a view to a scheme being prepared for rationalising and reducing the number of roads across the Green. There then followed a decade of continuing discussions with the Council.
8. In 1990, a proposal to close the road in front of the War Memorial was presented to the District Council's Transportation Committee by the District Council's Engineer & Surveyor. Because the proposal would not attract Essex County Council financial support, and no funds were available at District level to return the road to the Forest, the proposal was not supported by the Transportation Committee. The Superintendent was informed that opposition to the scheme was generally on the basis that it would not be in the interest of local motorists.
9. In 1994, your Committee considered a suggestion of the Epping Forest District Council's Head of Planning and Technical Services that preventative measures, such as raised kerbs, could ameliorate the problem of erosion and rutting. The District Council agreed to meet the cost of installing the raised kerbs.
10. Neither the Epping Town Clerk, nor the Superintendent, felt that raised kerbs would cure the problem and your Committee did not agree to the suggested kerbing and resolved instead that the District Council be again requested to close the road as a means of ending the problem of erosion caused by vehicles.
11. In recognition of the Grade II listing of the memorial in 2010, the Town Council committed to improving the state of the Memorial and its immediate environs whilst retaining the 'green' feel of its setting. Improvements were undermined on several occasions by lorries traversing Lindsey Street (B) getting stuck on the Green, causing considerable damage to the land. See Appendix 2.

12. In 2014, the City Corporation was approached by agents acting on behalf of Croudace Strategic who own land to the southeast of Stonards Hill, Epping. (Stonards Hill is the road opposite the Lindsey Street (B)). The District Council, who is currently preparing a new Local Plan, had put forward this area of Green Belt land for consideration to be released for future development. The initial housing proposal (approximately 150 new homes) included required improvements to the junction of Stonards Hill and Palmers Hill. See Appendix 1.
13. Croudace's agents proposed the closure of the road dissecting the Green in front of the War Memorial which would allow improvements to be made at the junction of Lindsey Street / Palmers Hill, coincidentally being the same proposal as the subject of this report. Officers met with the agents to discuss the implications of the proposal which included discussing appropriate mitigation measures including, potentially, the offer of two woodlands on the development site - Ash Wood and High Wood.

Current Position

14. Essex County Council has approached the Superintendent with a new scheme that has the support of Members of the Essex County Council, Epping Forest Local Highways Panel (LHP) and Epping Town Council.
15. The scheme proposes the widening of the junction at Lindsey Street (A) / Palmers Hill to allow larger heavy goods vehicles to better manoeuvre through the junction. When questioned, Essex County Council confirmed that the scheme was also linked to increased junction use for the proposed new housing although no further details have been received since the original approach by agents in 2014.
16. In compensation the scheme also proposes to improve the War Memorial frontage by removing the 105 m² narrow Lindsey Street (B) in front of the War Memorial Green replacing it with 60m² of surfaced public footpath and 45m² of additional grass verge to be made up to the existing level of the adjacent Green.
17. The overall assessment by officers is that the proximity of existing residential development, roads and street lighting has already detrimentally affected Forest Land in this area and hence this additional dedication of approximately 45m² of Forest land to enable the widening of the junction at Lindsey Street / Palmers Hill will have a low impact on 'natural aspect' considerations and is necessary to take the larger vehicles that will no longer be able to use the road crossing the Green to the north if it is removed.
18. Officers are currently developing a policy approach in relation to further highway dedication requests. Members have previously expressed a desire that a retrospective assessment of previous land dedicated to public highway should be undertaken with a view to developing a 'land bank' approach outlining land owed to the Conservators and a compensatory approach to new dedications.

19. Essex County Council's proposals seek 45m² of land to be dedicated from the City Corporation at the Lindsey Street (A) / Palmers Hill junction in exchange for the City gaining 45m² for the Town Green Forest land at Lindsey Street (B). This approach reflects the compensatory approach of the proposed policy.

Options

20. There are three options available to your Committee:

- a. Continue with current arrangements. The current restricted road layout is contributing to damage to the Green from larger Heavy Good Vehicles and does not address community concerns regarding the context and setting of the War Memorial. **This option is NOT RECOMMENDED**
- b. Agree to the scheme proposed by Essex County Council. The proposed scheme will help address 35 years of discussions surrounding proposals to reduce damage to the Green and improve the landscape around the War Memorial. However, the improvement will deliver the key traffic benefits sought by the nearby Developer, severely reducing the likelihood of the City Corporation benefitting from planning obligations associated with subsequent consents for the development. This option is **RECOMMENDED**.
- c. Agree in principle to the scheme proposed by Essex County Council but insist any implementation must be linked to planning obligations in favour of Epping Forest associated with the residential development. The new Local Plan will run to 2033 and there is therefore no guarantee that the development will proceed in the near future which may jeopardise the current proposal and its funding from the Local Highway Panel. **This option is NOT RECOMMENDED**

Proposals

21. It is proposed that the dedication of 45m² of Forest land for junction improvements at Lindsey Street (A) / Palmers Hill be approved as this dedication will both meet junction safety requirements and reduce erosion to Forest verges.
22. The new junction dedication will also secure the compensatory closure of 105m² of the spur road Lindsey Street (B) in front of the War Memorial which is to be replaced with 60m² of surfaced footpath and a compensatory 45m² of Forest Land grassland.
23. Both of the above proposals will be subject to specifications that are to be agreed with the Superintendent and City Surveyor. While this arrangement will decisively address a long-term problem on Epping Town Green to the satisfaction of all parties, the agreement will affect the City Corporations negotiating position in relation to any future development that may occur on land at Stonards Hill, including the potential provision of compensatory land at Ash and High Woods.

Corporate & Strategic Implications

- 24. **City of London Corporate Plan:** the proposal meets the Corporate Plan's vision of providing modern, efficient and high quality local services and maximising the opportunities and benefits afforded by our role in supporting London's communities.
- 25. **Open Spaces Department Business Plan:** the proposal meets the Open Spaces Department's Business Plan Vision by preserving and protecting our world class green spaces for the benefit of our local communities.
- 26. **Forest Transport Strategy:** The primary aim of the Epping Forest Transport Strategy is to investigate and identify options in order to improve safety and accessibility for Epping Forest users. The proposal meets one of the key aims of the Forest Transport Strategy by reducing fragmentation of the Forest.

Implications

- 27. **Financial:** There should be no financial implications for the City Corporation in dedicating land to improve the highway network. Terms would be offered that would include all highway construction and future maintenance costs being borne by Essex County Council, while Epping Town Council will be responsible for the new area of Town Green. The City's reasonable legal costs will be met by Essex County Council.
- 28. **Legal:** Section 33(iv) of the Epping Forest Act provides the Conservators with the necessary powers to 'maintain and make roads, footpaths and ways'.
- 29. **Property:** Dedication of of Forest Land at the junction of Lindsey Street / Palmers Hill will urbanise this part of Epping Town Green. As part of the overall proposals, the dedication now sought should be conditional upon Essex CC undertaking suitable works and all documented to protect the City Corporation's ownership and interests.

Conclusion

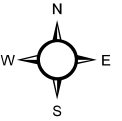
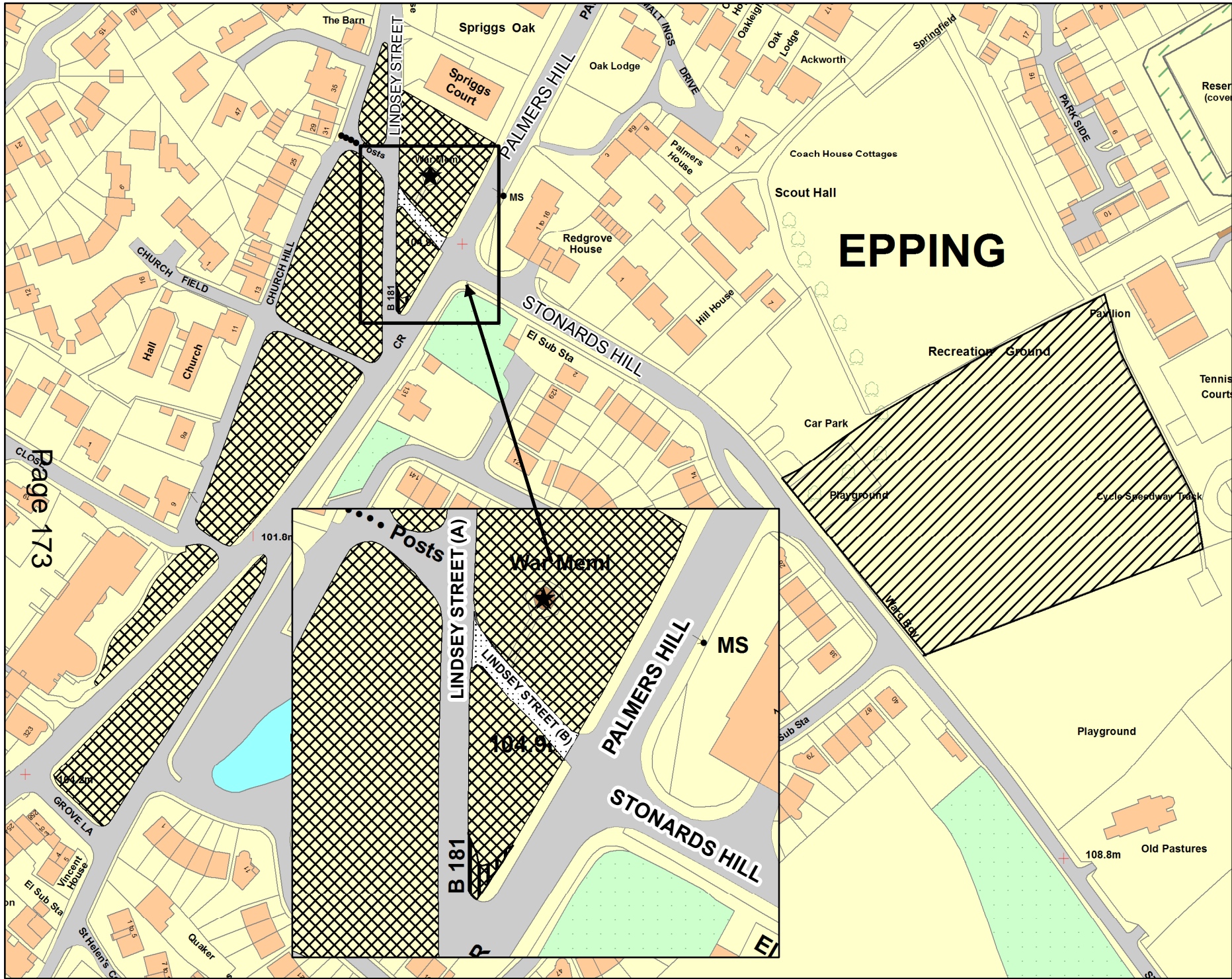
- 30. The new proposals for Epping Town Green at Lindsey Street (A & B) address community concerns that have been the subject of discussions between the City Corporation, Epping Town Council, Epping Forest District Council and latterly Essex County Council for over 35 years. The scheme which involves no loss of Forest Land, will see improvements to both the Green and the context and setting of the War Memorial, which will be funded and managed by Essex County Council at no cost to the City Corporation

Appendices

- Appendix 1 – Plan – Highway Improvements at Epping Town Greens
- Appendix 2 - Damage to Epping Town Green – 15 March 2017

Sue Rigley
Land Agency & Planning Officer
T: 020 8532 5305
E: sue.rigley@cityoflondon.gov.uk

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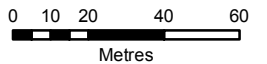
Highway Improvements at Epping Town Green Appendix 1

Legend

- ★ War Memorial
- Lindsey Street B
- Junction Improvement
- Site for Potential
- Future Development
- Forest Land

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APPENDIX 2 – Damage to Epping Town Green – 15 March 2017.



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Committee(s)	Dated:
Epping Forest and Commons	15 05 2017
Subject: Changes to Dog Control Orders affecting Epping Forest	Public
Report of: Superintendent of Epping Forest SEF 11/17	For Information
Report author: Martin Newnham– Head Forest Keeper- Epping Forest	

Summary

The Clean Neighbourhoods and Environment Act 2005 (CN&EA 2005) gives Local Authorities the power to tackle irresponsible dog ownership and also replaced earlier legislation for dog fouling. In cooperation with partner Local Authorities' CN&EA has provided for 3 Dog Control Orders (DCOs) within Epping Forest (EF) land:

- Failing to clean up after your dog
- Putting a dog on a lead when asked to do so
- Restricting the number of dogs that can be walked at a time

The Anti-social Behaviour, Crime and Policing Act 2014 is repealing elements of the CN&EA 2005 and will replace Dog Control Orders with Public Space Protection Orders (PSPOs) DCOs which will automatically transfer to PSPOs in October 2017 and only need to be re-badged at that time, alongside various administrative changes, which will be made by each Local Authority (LA). The rebadging and administrative changes will be made by each of the four local authorities where the City of London Corporation has delegated powers:

All DCOs transitioning to PSPOs will be renewed in 2020 by each Local Authority. The procedures used at present in relation to DCOs and then PSPOs will not change and the powers delegated to Epping Forest Keepers will remain extant.

Recommendation(s)

Members are asked to:

- approve the continued use of Local Authority DCO's to September 2017, then PSPO's after their transition in October 2017.

Main Report

Background

1. Sections 7(1) and 9 of the Epping Forest Act 1878 extend a clear statutory right for the public to use Epping Forest as an open space for recreation and

enjoyment. Dogs are generally accepted in law as a “natural accompaniment” to walkers, provided they are kept under control.

2. While the Epping Forest Acts 1878 & 1880 do not refer specifically to dogs, byelaws can (and have) been made under section 36 to manage some aspects of dog behaviour on Forest Land, namely requirements on dog owners to:
 - keep dogs under effective control;
 - ensure their dogs wear a collar bearing a name and address;
 - the muzzling of sighthounds;
 - not undertake racing of dogs;
 - prevent dogs chasing birds or animals.
3. More recently the Department of the Environment, Food and Rural Affairs (DEFRA) has restricted the type and scope of byelaws to ensure that powers are only sought in areas not addressed by existing legislation. The City of London Corporation has therefore been unable to widen the existing byelaws around an obligation to collect and dispose of dog faeces; the number of dogs that may accompany a dog walker or the length of extendable leads.
4. Previously the Environment Protection Act 1990, the Litter (Animal Droppings) Act 1991 and The Dogs (Fouling of Land) Act 1996 have all sought to control fouling on public land.
5. The Clean Neighbourhoods and Environment Act 2005 (CN&EA 2005) repealed earlier legislation and introduced powers for Primary Authorities to make Dog Control Orders (DCOs). The Common Council of the City Corporation was designated as a Secondary Authority from 31 May 2012 in its open spaces outside the City. This enabled the City Corporation to make DCOs where the relevant Primary Authority has not already made an Order in respect of the same offence on the same land.
6. As outlined in Appendix 1, a number of Primary Authorities have implemented DCOs affecting Forest Land in cooperation with the City Corporation. The London Boroughs of Newham (LBN), Redbridge (LBR) and Waltham Forest (LBWF) have all introduced DCOs for public open space in their jurisdiction. The LBN 2010 and 2011 DCOs cover Forest Land at Manor and Wanstead Flats, while the LBR 2010 DCOs include all Forest Land from Wanstead Flats to Woodford Green. The LBWF 2014 byelaws cover all Epping Forest Land within the Borough. The 2014 Epping Forest District Council DCOs again cover all Forest Land within the District.

Current Position

7. The CN&EA 2005 legislation relating to DCOs is in the process of being repealed by the Anti-social Behaviour, Crime and Policing Act 2014 (ASBCPA 2014) which introduces a new power to make potentially broader Public Space Protection Orders (PSPOs). As with the CN&EA 2005, the ASBCPA 2014 extends Secondary powers to the City Corporation via the Anti-social Behaviour (Designation of the City of London Corporation) Order 2015 to make PSPOs outside of its local authority area. The legislation allows for all DCOs to automatically convert to PSPOs in October 2017.

Options

8. There are four options available to your Committee:
 - a. To solely rely on the Local Authorities to tackle irresponsible dog ownership on Forest Land. **Not recommended.**
 - b. To use the existing limited byelaws only to address some aspects of irresponsible dog ownership. **Not recommended.**
 - c. Continue to use byelaw and delegated powers under ASBCPA 2014 for PSPOs beyond October 2017 to tackle irresponsible dog ownership. **Recommended.**
 - d. Use secondary powers under ASBCPA 2014 to make dedicated PSPOs for Epping Forest. **Not recommended.**

Proposal

9. It is proposed to maintain continuity with the current arrangements approved in September 2012 to use byelaw and delegated powers under ASBPCA 2014 for PSPOs to help address irresponsible dog ownership within Epping Forest. All Local Authorities will review their current arrangements across 2020, which will provide the City Corporation with an opportunity to review its position at that time.

Corporate & Strategic Implications

10. The proposals support the City's key policy priorities as follows;
 - 10.1 KPP5. Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation by:
Developing and improving the physical environment around our key cultural attractions; and providing safe and accessible Open Spaces.
11. The proposals also support the Open Spaces Department objectives as follows:

- 11.1 Improve the health and wellbeing of the community through access to green space and recreation.

Implications

12. **Financial:** There are no immediate costs associated with the introduction of PSPOs. By working in cooperation with partner Local Authorities the costs of converting DCOs to PSPOs are fully met by the four Local Authorities. Training extended to staff on DCOs will automatically transfer to PSPOs. The only additional cost will be rebadging of existing DCO signs on Forest Land. Although enforced on Epping Forest Land by Epping Forest staff all the income from all successful PSPO prosecutions will accrue to the relevant Local Authority.
13. **Legal:** The legal elements are addressed within the body of the report.

Conclusion

14. The continued joint working arrangements and delegated powers under the PSPOs to tackle irresponsible dog ownership are recommended as the most effective approach for Epping Forest. These delegated powers will be used in conjunction with existing byelaws and will be subject to further review in 2020.

Appendices

- Appendix 1 – Existing Primary Authority Dog Control Orders coinciding with Epping Forest

M D Newnham

Head Forest Keeper Epping Forest

T: 020 8532 5310

E: martin.newnham@cityoflondon.gov.uk

Appendix 1 – Existing Primary Authority Dog Control Orders coinciding with Epping Forest

London Borough of Waltham Forest Orders started 8th Nov 2006 but amended 6th January 2014.

Applies to all Forest Land in Borough.

Fouling of land by dogs order

To include all roads, footways, footpaths, alleyways and grass verges. To also include a list of named locations which includes recreation grounds, play areas, formal gardens, cemeteries and any other land that is open to the air and to which the public are entitled to have access(with or without payment).

Dogs on lead (not more than 8mtrs in length) order

To include all roads, footways, footpaths, alleyways and grass verges. To also include a list of named locations which includes recreation grounds, play areas, formal gardens, cemeteries.

Dogs on lead by direction of an authorised officer(not more than 8mtrs in length) order

To include all roads, footways, footpaths, alleyways and grass verges. To also include a list of named locations which includes recreation grounds, play areas, formal gardens, cemeteries.

Dogs specified number any one person can be in charge of at any one time order. Maximum number of six dogs

To include all roads, footways, footpaths, alleyways and grass verges. To also include a list of named locations which includes recreation grounds, play areas, formal gardens, cemeteries and “any other land that is open to the air and to which the public are entitled to have access(with or without payment)”.

Dog exclusion order

Dogs are totally excluded from a list of locations including playing fields, playgrounds, town centre gardens, putting greens, bowling greens, parks and tennis courts.

Penalty: Fixed penalty Notice £80.00.

London Borough of Redbridge Orders started 14th July 2010

Applies to Forest Land.

Fouling of land by dogs order

Any land that is open to the air and to which the public are entitled to have access (with or without payment) within the London Borough of Redbridge.

Dogs on lead order

To include all roads, footways, footpaths, alleyways and grass verges within the London Borough of Redbridge.

Dogs on lead by direction of an authorised officer order

To include a list of named locations which includes recreation grounds, play areas, formal gardens, parks and cemeteries.

Dog exclusion order

This order will apply to the Ilford War Memorial Gardens, Eastern Avenue, Ilford, IG2 7RJ, and all children's play areas, children's playgrounds and fenced sports areas, owned, managed or maintained by the London Borough of Redbridge.

Dogs specified number any one person can be in charge of at any one time

No order was put in place so therefore there is no restriction on numbers.

London Borough of Newham Orders started 2010 but were amended and re-started 3rd May 2011

(Applies to Forest Land.)

Fouling of land by dogs order

All land which is:

- (i) open to the air (which includes land that is covered but open to the air on at least one side); irrespective of ownership and
- (ii) to which the public are entitled or permitted to have access (with or without payment) within the London Borough of Newham, irrespective of ownership.

This includes all parks and open spaces, all children's play areas; all open air communal spaces within housing estates, all residential and commercial car parks within London Borough of Newham, irrespective of ownership.

Dogs on lead order

All car park areas that are:

- (i) open to the air (which includes land that is covered but open to the air on at least one side) irrespective of ownership; and
- (ii) to which the public are entitled or permitted to have access (with or without payment) within the London Borough of Newham, irrespective of ownership.

Dogs on lead by direction of an authorised officer order

All land which is:

- (i) open to the air (which includes land that is covered but open to the air on at least one side); irrespective of ownership and
- (ii) to which the public are entitled or permitted to have access (with or without payment) within the London Borough of Newham, irrespective of ownership.

This includes all parks and open spaces, all children's play areas; all open air communal spaces within housing estates, all residential and commercial car parks within London Borough of Newham, irrespective of ownership.

Dog exclusion order

All children's play areas that are:

(i) open to the air (which includes land that is covered but open to the air on at least one side) irrespective of ownership; and

(ii) to which the public are entitled or permitted to have access (with or without payment) within the London Borough of Newham, irrespective of ownership.

- All fenced sports areas that are:

(i) open to the air (which includes land that is covered but open to the air on at least one side) irrespective of ownership; and

(ii) to which the public are entitled or permitted to have access (with or without payment) within the London Borough of Newham, irrespective of ownership.

Dogs specified number any one person can be in charge of at any one time

All land which is:

(i) open to the air (which includes land that is covered but open to the air on at least one side); irrespective of ownership and

(ii) to which the public are entitled or permitted to have access (with or without payment) within the London Borough of Newham, irrespective of ownership.

This includes all parks and open spaces, all children's play areas; all open air communal spaces within housing estates, all residential and commercial car parks within London Borough of Newham, irrespective of ownership.

The Order makes it an offence for a person to be in charge of more than four dogs on any land to which the Order applies.

Epping Forest District Council Orders started 14th January 2014

(Applies to Forest Land.)

Fouling of land by dogs order

Any land that is open to the air and to which the public are entitled to have or are permitted access (with or without payment) within Epping Forest District Council.

Dogs on lead order

Any land that is open to the air and to which the public are entitled to have or are permitted access (with or without payment) within Epping Forest District Council.

Dogs on lead by direction of an authorised officer order

Any land that is open to the air and to which the public are entitled to have or are permitted access (with or without payment) within Epping Forest District Council.

Dogs specified number any one person can be in charge of at any one time A maximum of Four Dogs

Any land that is open to the air and to which the public are entitled to have or are permitted access (with or without payment) within Epping Forest District Council.

Penalty Fixed Penalty Notice of £75.00 or fine of up to level 3 on the Standard Scale at Court (currently £1,000).

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Committees:		Dates:
Project Sub Epping Forest & Commons Committee (for information)		10 May 2017 15 May 2017
Subject: Demolition of disused poultry sheds, Woodredon Estate, Epping Forest	Gateway 7 Outcome Report Light	Public
Report of: City Surveyor Report Author: Peter Moore		For Decision
Report No.CS178/17		
<p style="text-align: center;"><u>Summary</u></p> <p><u>Dashboard</u></p> <p>RAG status for project against GW2 budget, specification and time: Green</p> <p>RAG status for project against last approved budget, specification and time: Green</p> <p>Total outturn cost: £130,170 (approved budget £134,350)</p> <p>Summary of project completed: Demolition of four disused poultry sheds.</p> <p><u>Recommendations</u></p> <p>It is recommended that the project be closed.</p>		

Main Report

1. Brief description of project	Demolition of four disused poultry sheds, Woodredon Estate, Epping completed on 2.9.16.
2. Assessment of project against SMART Objectives	No SMART objectives in Gateway 5 Report.
3. Assessment of project against success criteria	Work completed on site removed the risk of these unsafe structures and the asbestos contained within them. Works were completed safely, on time and within the contract sum.
4. Key Benefits	Removal of redundant and hazardous poultry shed

	structures.
5. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)	Yes
6. Programme	The project was completed within the agreed programme
7. Budget	The project was completed within the agreed budget
Final Account Verification	Verified

Review of Team Performance

8. Key strengths	<ul style="list-style-type: none"> • Organisation and implementation of work on site by the whole project team including the contractor. • Liaison with other stakeholders including Epping Forest staff and occupants of adjacent properties.
9. Areas for improvement	The project was regarded as successful with no noteable areas for improvement.
10. Special recognition	No particular aspects for special recognition.

Lessons Learnt

11. Key lessons	That liaison with all stakeholders is important for the successful completion of a project.
12. Implementation plan for lessons learnt	Nothing specific that needs an implementation plan.

Appendices

There are no appendices.

Contact

Report Author	Peter Moore
Email Address	Peter.moore@cityoflondon.gov.uk
Telephone Number	020 7332 1743

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Committee(s):	Date(s):
Epping Forest & Commons	8 th May 2017
Subject: Superintendent's Update	Public
Report of: Superintendent of 'The Commons'	For Information
<p style="text-align: center;">Summary</p> <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> <p>Recommendation</p> <p>Members are asked to note the contents of this report.</p>	

Burnham Beeches and Stoke Common

1. The volunteer hours total for financial year 2016-17 was 4,901, this includes 388.5 hours of volunteering by under 18's, typically Duke of Edinburgh Awards students or Scouts.
2. The consultation process has commenced on the proposal to convert the existing DCOs to Public Space Protection Orders. An update report has been provided as a separate agenda item, for Member's information.
3. During the period staff have held two walks and events from the programme and two requested guided walks for students from Reading University. An Ancient tree and fungi group from Essex were also guided on the site. Children from the local Infant school made use of the Easter trail. The Easter trail continued to be used by members of the public throughout the holiday period
4. The grazing project preparations have started with the team testing virtual fence systems ahead of livestock returning to site. All tests were successful and livestock will return to the site soon.
5. Gravel Extraction and landfill site at East Burnham. Preparation work has been carried out by Summerleaze Ltd on the first cell ready for infilling with inert waste which is imminent. Extraction works are likely to start again in mid-summer.
6. Hydrological monitoring of the gravel and infill workings has continued. No effects have been seen so far. Three additional dust monitoring stations have been set up to record quantitative and directional data.

7. Slough Borough Council (SBC) have consulted on their Local Plan 'Issues and Options' document and a response has been sent by your Officers. SBC need to accommodate an additional 20,000 houses. One of the proposed options is to build a 'garden suburb' within South Bucks District Council (SBDC) land, which is very much opposed by SBDC.
8. Air pollution and recreational pressure on the SAC have been identified by the Habitats Regulations Assessments for both SBC and SBDC plans as being issues needing resolving in relation to Burnham Beeches. Meetings continue to be held between your officers, SBDC Officers, Bucks County Council and Natural England regarding potential methods to mitigate these impacts. A meeting recently took place with Slough Borough Council to discuss this further. The impact of the Housing White Paper may influence the options as well as the third runway at Heathrow Airport.

Stoke Common

9. The annual reptile survey has commenced with 240 survey sheets laid out across the site with volunteers trained for carrying out regular checks.
10. The winter work programme of scrub clearance and heathland restoration was completed on time and on budget.

PARTNERSHIPS

Kenley Revival update

11. The Conservation Works re-tender was successful with PAYE appointed; works are due to begin onsite from 24th April. A contract for a 'watching brief' for Unexploded Ordinance was successful with 1st line Defence appointed.
12. The Interpretation Works tender was successful with AllSigns appointed to deliver the signs and travelling exhibition. A 'kick off' meeting is due on 13th April.
13. Stonewest have been appointed to complete the relocation of 'The Tribute. Works commenced 24th April and should be completed in early June. Planning consent was recently given for this project i.e. Tribute Relocation and Spine wall restoration.
14. A second Planning application submission is now required to install the new site signage.
15. The Education Resource Designer is working with the Learning & Volunteer Officer to deliver the self-guided walks, quiz trails, World War II display and loan boxes by May. The first iterations of the design concepts have been sent to the project team.

16. The project's website contract has ended with EqTwo and HLF and Project Board have agreed to fund for the website to transition to Community Sites for an overhaul and to build the archive
17. Volunteer hours for financial year 16/17 have been submitted with a total of 117 volunteer's days with 372 volunteers achieved with a financial impact of approximately £27k.
18. The Community Archaeology programme for this year is currently being finalised with a dig to take place 17 – 21st July with an Open Day taking place on the Saturday and Sunday for members of the public to see the dig and take part in activities and tours.
19. The Heritage day titled 'Sky Heroes' is to take place on Sunday 10th September 12.00 – 17.00 and will see similar attractions to last year and a larger emphasis on Kenley's Battle of Britain heritage.
20. A meeting was recently organised by the Superintendent with representatives from the Ministry of Defence, Royal Air Force and Surrey Hills Gliding Club. The purpose of the meeting was to ensure the aforementioned remain up to date with progress on the Kenley Revival Project.
22. At this same meeting the RAF informed the Superintendent that the Airfield is now 'active' i.e. military flying (gliding) will recommence in the near future (currently only civilian flying takes place). As such health and safety issues will fall within the scope of Military Aviation Authority after a period of several years being considered 'out of scope'. This change will require the RAF to finally and permanently resolve access and safety issues across the MOD land.
23. To that end the MOD have recently installed new public safety signage on site and made alterations to the main vehicular access point to restrict unnecessary access by car. Any events held by the City that encroach onto MOD land will now require a license from them. This process has been tested recently and works well. The MOD are also considering the replacement of the temporary metal 'crowd control barrier' that has been in use on the site for around 8 years. Any replacement will require planning consent and the City will have the opportunity to comment at that stage. The Superintendent intends to bring a report on the matter to this committee when further information becomes available

The West Wickham and Coulsdon Commons

24. Contractors have completed high-risk tree safety work across The Commons. Rangers and contractors have been working across The Commons to clear the paths after storm Doris.
25. The Ranger team attended a bespoke Bat & Arboriculture training session.

26. The WWaSP volunteers have installed a new interpretation panel on West Wickham Common. The panel introduces visitors to the earthworks.
27. The Calving Event at Merlewood Estate Office offered a great opportunity for a behind the scenes tour. We welcomed more than a 100 visitors in the yard, where after seeing the 12 calves, children had the opportunity to join the Rangers for some arts and crafts.

Ashtead Common

28. Interviews were held for the vacant ranger position on February 21st and an appointment was made. The appointee comes with a wealth of experience gained with Surrey Wildlife Trust, particularly with regard to grazing and working with volunteers.
29. Planning permission was granted for the property adjacent to Ashtead Estate Office (Station Works, or the former team rooms) to be demolished and replaced by four single-storey houses occupying roughly the footprint of the existing building. The City had objected to an earlier application to build eight houses on the site. In granting the permission, Mole Valley District Council imposed conditions to protect the visual amenity as viewed from Ashtead Common. This was requested by the City in its comment on the proposal.
30. A total of 9,140 volunteer hours were recorded on the Common for the 2016-17 financial year. The local team will be reviewing volunteering during the course of the year to establish if sustaining volunteering at this level is worthwhile.
31. Volunteers and staff recently took part in an academic study organised by the Learning Team in association with De Montfort University looking at the culture surrounding our work with volunteers.
32. A new water pipe has been installed leading from the Kingston Road at the north-western edge of the Common. Currently the supply terminates 100m onto the common, but the pipe is of sufficient diameter and pressure to use as the basis for supplying the majority of the site in the future. This new infrastructure will facilitate the future expansion of conservation grazing and benefit site management for many years to come.

Support Services

33. The PA to the Superintendent of The Commons has tendered her resignation and is to retire. The Superintendent is considering making further savings by reducing the level of support provided by this post
34. The team continues to be extremely busy providing administrative support to ensure the delivery of the Kenley Revival Project.

35. The end of the financial year is traditionally an exceptionally busy period for the Support Services Team. All 2016/17 year end procedures were managed successfully contributing to what currently appears to be very good end of year budget position for the division.

INCIDENTS

Burnham Beeches

36. Three incidents of dogs not under effective control, including one on Stoke Common where the owner became very abusive to another member of the public. The matter was recorded.
37. One incident of a man breaching the DCOs, refusing to give his details and then becoming verbally abusive to the Rangers involved. The matter is being pursued according to the site's Enforcement Protocol.
38. A drone was seen flying over the site – Rangers attended but could not locate the operator.
39. A court date of 11th May has been arranged to pursue a dog related by-law incident and Dog Control Order offence at Burnham Beeches.
40. A member of the public reported having been sworn several times at by another dog walker after she had asked him to keep his dog on a lead.
41. Mr Thomas Christopher Connelly appeared in court to face charges of threatening behaviour and verbally abusing staff at Burnham Beeches. He was given a conditional discharge for 6 months with costs against him of £105. The discharge is designed to prevent re-offending and if committed of any other offence during the period of the discharge he can be re-sentenced for the offences of this case.

Ashted Common

42. A metal detectorist has damaged the Earthworks Scheduled Monument by digging-up and removing a bronze bowl and boat shaped object, probably of Roman or pre-Roman origin. This was then taken to the nearby Bourne Hall Museum, where the Curator took possession of the artefacts and recorded full contact details of the culprit. The matter has been reported to the Police.

The West Wickham and Coulsdon Commons

43. A deer was attacked by a dog on Riddlesdown. The Ranger checked the area but couldn't find the injured animal.
44. Arson incident on West Wickham Common, two small patches of brunt bramble and bracken near the far corner of the earthwork area.

Andy Barnard. Superintendent of The Commons

andy.barnard@cityoflondon.gov.uk

02073326676

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Committee(s):	Date(s):
Epping Forest and Commons Committee	8 th May 2017
Subject: Update concerning the extension of DCOs as PSPOs at Burnham Beeches.	Public
Report of: The Superintendent of The Commons	For Information
<p style="text-align: center;">Summary</p> <p>At the January 2017 meeting of the Epping Forest and Commons Committee, Members authorised the Superintendent of The Commons to:</p> <p><i>Consult on extending the effect of the existing DCOs at Burnham Beeches beyond 30 November 2017 as PSPOs.</i></p> <p>This report provides members with a brief update on progress to date and some of the issues arising.</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note this report 	

Main Report

Background

1. At the January 2017 meeting of the Epping Forest and Commons Committee, Members authorised the Superintendent of The Commons as follows: *To consult on extending the effect of the existing DCOs at Burnham Beeches beyond 30 November 2017 as PSPOs.*

Current Position

2. The Superintendent has taken the following actions in support of the above since that approval was granted:
 - a. Held a meeting with the Burnham Beeches Consultation Group who approved the broad timetable in support of your Committees decision. A local dog walker spoke against the current DCO schedules and made proposals of her own.
 - b. Met with the above dog walker and a small group of supporters to learn more of their views and to outline the City's position. The Superintendent also offered to:
 - i. Work with dog walkers to carry out research to test their ideas and compare them to the current form of DCOs
 - ii. Provide an additional place on the Burnham Beeches Consultation Group for a member of that group of dog walkers.

- c. Given presentations to the following organisations to inform them of the City's proposal to extend the existing DCOs as Public Space Protection orders (PSPOs) and to provide background concerning the effectiveness of the current Dog Control Orders (based on the report to this Committee of January 2017):
 - i. South Bucks District Council (SBDC)
 - ii. Farnhams Parish Council (FPC)
 - iii. Burnham Parish Council (BPC)
 - iv. Bucks County Council (BCC)
 - v. Natural England (NE)
3. The local dog walkers mentioned in 2 above were present and are actively seeking change in the form of an iPetition.
4. BCC wish to pursue discussions after the local election process in May. NE do not expect to comment.
5. Your Superintendent has also:
 - a. Commissioned and completed a visitor survey as part of the 'necessary consultation' process to determine visitor views as to the extension of the existing DCOs as PSPOs.
 - b. Liaised closely with the Public Relations Office, City Solicitor and Remembrancer on related issues.
6. South Bucks District Council recently informed your Superintendent that they were about to consult on the introduction of their own PSPOs to control dog issues within the District. This process commenced 17th April and ends Sunday 14th May.
7. SBDC are consulting on the following proposals:
 - i. Continuation of existing power making it an offence if a person in charge of a dog fails to clean up its faeces
 - ii. Inclusion of the power that makes it an offence to fail to put a dog on a lead when directed to do so by an authorised officer
 - iii. Inclusion of the power that makes it an offence to allow a dog into enclosed children's playgrounds.
 - iv. Inclusion of the power that makes it an offence to fail to produce a dog bag or other means for picking up after your dog when asked to do so by an authorised Officer
 - v. Extension of these powers to cover the whole of the District (with the exception of Burnham Beeches which it is anticipated will be covered by City of London Corporation PSPOs)
8. Members should note that SBDC are not consulting on the use of 'Dogs on leads' areas.
9. Following discussions between the City Solicitor, SBDC and the Superintendent it is proposed to specifically exclude Burnham Beeches from

the District Council's PSPOs as the City is currently consulting on the extension of its own PSPOs which contain different provisions.

10. As Stoke Common Site of Special Scientific Interest (SSSI) is not currently covered by the City's DCOs/PSPOs, inclusion in SBDCs proposals will be of benefit to the SSSI with the potential to reduce disturbance to the rare ground nesting birds that breed there.
11. In the event that SBDC's Members approve their proposed PSPOs it would be possible for the Burnham Beeches Rangers' to be authorised to enforce the PSPOs on their behalf. Dependent upon the outcome of SBDCs consultation this issue may be brought to this committee for decision later this year.

Next steps

12. The Superintendent must ensure that the necessary consultation, publication and notification processes are followed. Amongst others, the following steps will be completed:
 - i. Consultation with appropriate and recommended bodies, organisations and groups. This process is live and ends 15th June 2107.
 - ii. Assess the outcome of the consultation process.
 - iii. Report to your committee with recommendations concerning the extension of PSPOs.
 - iv. Implement the final decision of this committee.
13. The broad timetable is included as Appendix 1.

Corporate & Strategic Implications

14. The proposals support the City's key policy priorities as follows:
 - a. **KPP5.** Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation by: Developing and improving the physical environment around our key cultural attractions; and providing safe, secure and accessible Open Spaces.

The proposals support the Open Spaces Departmental Objectives as follows:

- b. Improve the health and wellbeing of the community through access to green space and recreation.

Implications

15. 11i-iii must be completed by September 2017.
16. 11 iv must be completed by 30th November 2017.

Conclusion

17. Your Superintendent has carried out all necessary actions to date as required by this committee's recommendation of January 2017 to extend the DCOs as PSPOs by 30th November 2017.

18. A recommendations report will be provided to this committee by September 2017 for decision.

Appendices – Appendix 1. PSPO timetable

Background Papers:

Epping Forest and Commons Committee	16 January 2017
Subject: Future options for the Dog Control Orders at Burnham Beeches	Public
Report of: Superintendent of The Commons	For Decision

Report of:

Andy Barnard – Superintendent. The Commons

T: 020 7332 6676

E: andy.barnard@cityoflondon.gov.uk

Updated (March 2017) PSPO Consultation Process

WHEN	WHO	WHAT	HOW	Outcome
Jan 2017	EFCC	Approval to consult on the conversion of existing DCO's to PSPO's in their current form	Committee report	✓
Jan 2017	BBCG	Guide the consultation, process, timetable and choice of consultees	Meeting	✓
Feb – April 2017	Update County, District, Parish Authorities and Natural England.	Provide update on impacts of DCO's and review specific concerns from in 2014. Inform of January EFCC outcome	Attend meetings Presentations	✓
1- 21 st April 2017	Visitors	Consultation process.	Survey visitors - independent consultant	✓
1 st May – 15 th June 2017	Interested bodies, organisations parties.	Consultation process.	Written responses.	
1 st May – 15 th June 2017	Police, SBDC, Parish and County	Consultation exercise	Written responses	
June 2017	BBCG	Update on consultation exercises	Written update or poss meeting	
July 2017	EFCC	Recommendations for approval	Committee report	
October 2017	City of London Officers	Conversion of DCOs - PSPOs	Automatic	
Oct/Nov 2017	Public	Statutory Notification	As required	
1 st Dec 2017	City of London Officers	Extension of PSPOs for 3 years before 1 st December 2017	Above process	

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Committee(s):	Date(s):
Epping Forest and Commons Committee	15 May 2017
Subject: Sports and Miscellaneous Charges for The Commons	Public
Report of: The Superintendent of The Commons	For Decision
<p>Summary</p> <p>This report reviews the charges for sports facilities and miscellaneous items that are provided by The Commons Division and seeks approval for the proposed charges for 2017-18.</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the proposed charges for 2017-18 	

Main Report

Background

1. Charges for the provision of sports facilities and other items are reviewed annually. The charges for 2016-17 were approved by your Committee on 7th March 2016.
2. The City's Financial Regulations require all departments to recover full costs when setting charges to persons or external organisations, or submit reasons to the appropriate 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 they provide, after taking into account local considerations and priorities.
3. Croydon Rugby Football Club rent space for one rugby pitch at Spring Park and Caterham Pumas Football Club rent space for a soccer pitch on Coulsdon Common. These pitches are cut at the start of the season, after which the clubs are responsible for marking and maintaining them.
4. Logs or cord wood may be produced as a by-product of land management activities. The Commons has a policy for the disposal of surplus timber arisings that allows volunteers to obtain logs free of charge and staff to get green cord or logs at a discount. Logs are not sold directly to the public.
5. The division has three rooms suitable to be offered as meeting venues to external groups. The rooms at Burnham Beeches, Merlewood and Ashted are available to use free of charge by groups whose activities contribute to the management of the Open Spaces. All other groups are charged.

6. The basic rate of VAT is added to the cost of services associated with room hire. VAT on solid fuel is charged at 5% and seasonal rental of sports pitches is zero rated subject to HMRC conditions being met.

Current Position

7. The income generated from sports and miscellaneous charges provides a regular, steady income for very little outlay or risk. This amounted to £7567.000 in 2016-17.
8. Employees currently pay a 'donation' for green cord wood of £20.00 per ton and a VAT sum is included in this amount.
9. The football pitch charge is commensurate with equivalent charges in the Croydon area. It is difficult to bench mark the charge for rugby pitches because they are not generally available for hire in the Bromley area.

Proposals

10. The table below shows that the proposed charges for room hire at Burnham Beeches increase on a sliding scale up to a maximum of £275 for a full day.
11. It is proposed that all other charges for 2017-18 are increased by 10%. Charges that are subject to a percentage increase are rounded to simplify transactions.
12. The charges agreed for the 2016-17 financial year are currently being applied. They are shown in the following table, together with the proposed charges for next year.
13. The football pitch hire fee compares favourably with neighbouring local authorities.

Item	2016-17	2017-18
<u>Sports Charges</u>		
Spring Park, 1 Rugby Football Pitch (for Season)	£255.00	£280.00
Coulsdon Common, 1 Football Pitch (for season)	£272.00	£299.00

Item	2016-17 charge	2017-18 charge
<u>Miscellaneous Charges</u>		
Sale of split logs, per 3 tonne trailer load	£86.00	£95.00
Sale of green cord wood	£22/trailer	£24.00/trailer

Room hire at Ashtead and Merlewood (per hour)	£32.00	£36.00
Room hire at Burnham Beeches	½ day £110-£138. Full day £220 - £275 + £3 .30+ VAT per head for refreshments	½ day £121 - £152. Full day £242 - £294 + £4.00 + VAT per head for refreshments

Corporate & Strategic Implications

14. The review of charges supports the City Corporation's Core Value 'The right services at the right price' and the associated departmental strategic aim of 'improving our use of resources through increased income generation.'

Implications

15. Increasing the charges by 10% will ensure that costs are fully recovered for the provision of sports facilities and miscellaneous items for the 2017-2018 period.

Conclusion

16. It is proposed that charges for sports pitches and miscellaneous items are increased by the amounts shown in the above table.

Appendices

- None

Hadyn Robson

Support Services Manager

T: 01372 279083

E: hadyn.robson@cityoflondon.gov.uk

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Committee(s):	Date(s):
Epping Forest and Commons	8 th May 2017
Subject: A review of the condition of Stoke Common SSSI by Natural England.	Public/Public
Report of: The Superintendent of The Commons	For Information
<p style="text-align: center;">Summary</p> <p>Stoke Common Site of Special Scientific Interest (SSSI) was transferred for nil consideration, by South Bucks District Council (SBDC) into the ownership of the City of London in 2007 and is now protected in perpetuity according to the requirements of the City of London Corporation Open Spaces Act, 1878.</p> <p>At that time this former heathland was largely encroached upon by very dense secondary woodland and for that reason the Superintendent and his team produced a 10 year management plan for its restoration to heathland.</p> <p>Natural England has recently reassessed Stoke Common and have concluded that the City has achieved very substantial improvements in restoring the valuable heathland habitats since the site came into its ownership.</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note this report 	

Main Report

Background

1. Stoke Common SSSI was transferred by South Bucks District Council (SBDC) into the ownership of the City of London in 2007. The freehold acquisition was for nil consideration and an endowment of £125,000 provided to the City of London by SBDC. The site is now protected in perpetuity according to the requirements of the Open Spaces Act, 1878.
2. At that time this former heathland was largely encroached upon by very dense secondary woodland and for that reason the Superintendent and his team produced a 10 year Management Plan for its restoration.
3. Natural England carried out a condition assessment of the site in 2008 prior to the commencement of the restoration programme and found it to be in 'unfavourable condition'.
4. Natural England also agreed a 'Higher Level Stewardship' grant to support the restoration programme. This grant provides £262,223 to support the necessary restoration works over the 10 year management plan period.

Current Position

5. Natural England has recently reassessed the condition of Stoke Common to review progress of the nature conservation objectives for the SSSI.

Appendix 1.

6. In their recent report on the matter Natural England's Inspectors have responded very positively to the progress of the restoration and have concluded that the City has achieved very substantial improvements in restoring the valuable habitats since Stoke Common came into its ownership.

Corporate & Strategic Implications

7. This report supports the following Community Strategy Themes:
- CV3. Working in Partnership
 - SA3. To provide valued services to London and the nation
8. This report supports the following Open Spaces Business Plan Objectives
- OSD1. Protect and conserve the ecology, biodiversity and heritage of our sites
 - OSD2. Embed financial sustainability across our activities by delivering identified programmes and projects
 - OSD3. Enrich the lives of Londoners by providing high quality and engaging, educational and volunteering opportunities
 - OSD4. Improve the health and wellbeing of the community through access to greenspace and recreation

Implications

9. The current Management Plan and HLS grant expire on 31 October 2018. The outcome of Natural England's recent assessment should help guide the development of the new management plan and subsequent grant application under the new 'Countryside Stewardship Scheme' that has replaced 'HLS'.

Conclusion

10. The City's extensive heathland restoration programme on Stoke Common has been assessed and commended by Natural England. Natural England has also provided helpful recommendations for inclusion in the next management plan.

Appendices

- **Appendix 1** – A review of the condition of Stoke Common SSSI, South Bucks. Natural England. March 2017.

Background Papers:

Epping Forest and Commons Finance Committee	12th March 2007 27 th March 2007	
Subject: Stoke Common - Freehold Acquisition		

Andy Barnard

Superintendent. T: 020 7332 6676. E: andy.barnard@cityoflondon.gov.uk

Committee(s):	Date(s):
Epping Forest and Commons Committee	15/05/2017
Subject: The Commons Management Priorities 2017-18	Public
Report of: The Superintendent of The Commons	For Decision
<p style="text-align: center;">Summary</p> <p>Each of the nine open spaces in the division has a comprehensive management plan and detailed work programmes to guide management activity over a 10 year period.</p> <p>Recommendations</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the management priorities for The Commons for the period 2017-2018. 	

Main Report

Background

1. The work prioritised in the management plans and work programmes, together with any additional project work and organisation requirements forms a set of annual management priorities. These are presented as:

Appendix 1 – Ashted Common

Appendix 2 – Burnham Beeches and Stoke Common

Appendix 3 – West Wickham and Coulsdon Commons

Current Position

2. The management priorities have been presented to local consultative committees/groups for information or will be the subject of discussions later in the year.

Corporate & Strategic Implications

3. The management priorities support Key Policy Priority number five: increasing the impact of the City's cultural and heritage offer on the life of London and the nation; providing safe, secure and accessible open spaces.
4. The management priorities support the five themes of the City Together Strategy and reflect the charitable status of the open spaces

Financial implications

5. The projects and tasks outlined in this report will be funded by the local risk budget of The Commons Division.
6. The annual work programme addresses soft landscaping issues and poses no direct implications for the City Surveyor's property maintenance, or impacts on the revenue works programme.

Conclusion

7. This report seeks approval for the proposed management priorities for The Commons Division for the period 2017-2018

Appendices

- Appendix 1 – Ashted Common
- Appendix 2 – Burnham Beeches and Stoke Common
- Appendix 3 - West Wickham and Coulsdon Commons

Hadyn Robson

Support Services Manager

T: 01372 279083

E: hadyn.robson@cityoflondon.gov.uk

The Commons Division shared aims

Protect and conserve the biodiversity and heritage of The Commons	Provide accessible sites that bring benefit to, and are valued by, local and wider communities who play an active part in their management	Develop stakeholder relationships to promote The Commons in the context of their wider landscapes, whilst seeking to balance conflicting demands	Embed innovative financial sustainability across our activities
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The Commons Division core values

For the community:

- Providing welcome, safe and secure sites for people and wildlife
- At the heart of the local community
- Working with others to maximise benefit to the Commons and surrounds

For the team:

- Outward facing, forward looking
- Ready to challenge and wherever possible mitigate environmental threat
- Maintain multifunctional staff, valued for their skills and knowledge

Ashtead Common Priorities (Charity Reg. 1051510)

- **Develop the ranger team** to fully resource all aspects of service delivery.
- **Vision & management planning** - continue programme to define management aims and objectives and develop plans to deliver these over the long term.
- **Survey and monitor** for veteran tree vitality and bats. Develop a long-term programme for survey and monitoring.
- **Veteran trees** - Continue with the district based approach to deliver the plan.
- **Grazing** - Introduce partnership grazing with Surrey Wildlife Trust and prepare for the introduction of invisible fencing.
- **Mowing** - increase the frequency of ride mowing to ensure firebreaks are maintained to an adequate width.
- **Bracken control** - Control bracken by mowing and pulling.
- **Tree health** - Continue surveys to check for the presence of OPM and tree disease.
- **Volunteering** - Further develop volunteer initiatives, in particular the Monday estate team, ecological monitoring volunteers and long term placements.
- **Scrub grassland** - Continue the restoration program and plan for future maintenance.

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The Commons Division shared aims

Protect and conserve the biodiversity and heritage of The Commons	Provide accessible sites that bring benefit to, and are valued by, local and wider communities who play an active part in their management	Develop stakeholder relationships to promote The Commons in the context of their wider landscapes, whilst seeking to balance conflicting demands	Embed innovative financial sustainability across our activities
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The Commons Division core values

For the community:

- Providing welcome, safe and secure sites for people and wildlife
- At the heart of the local community
- Working with others to maximise benefit to the Commons and surrounds

For the team:

- Outward facing, forward looking
- Ready to challenge and wherever possible mitigate environmental threat
- Maintain multifunctional staff, valued for their skills and knowledge

Burnham Beeches & Stoke Common Priorities (Charity Reg. 232987)

- **Veteran trees** Carry out clearance & reduction work as per work programme & increase effort on squirrel control to ensure reduction in damage on old pollards
- **Young pollards** - Carry out annual programme of cutting on young pollards
- **Grazing** - Continue to graze 163ha at Burnham Beeches as well as cattle grazing via contractor & pony grazing on north and west Stoke Common
- **Heathland restoration** - Continue with work programmes on both sites. Carry out follow up work on Stoke Common including soil scraping, bracken and birch control
- **Dog control orders** - Carry out consultation to convert to PSPOs and extend there after. Continue to enforce and monitor impacts and compliance
- **Impact of development** - Continue to work with South Bucks District Council and Natural England to obtain the best protection possible from development pressure through the local plan. Liaise with other neighbouring authorities regarding their plans
- **East Burnham Quarry** - Liaise with Summerleaze Ltd over the operation of the quarry and ensure protection of Burnham Beeches from harm. Carry out associated monitoring
- **Events & social media** - Continue to work with the community to deliver the annual events programme. Expand social media activity to increase the number of people following accounts and attending events.
- **Interpretation** - Review signs and information boards on Stoke Common and plan future improvements
- **Friends of Stoke Common** - Assist work parties and recruitment drive for more volunteers. Encourage help with monitoring key species of plants and animals

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The Commons Division shared aims			
Protect and conserve the bio-diversity and heritage of The Commons	Provide accessible sites that bring benefit to, and are valued by, local and wider communities who play an active part in their management	Develop stakeholder relationships to promote The Commons in the context of their wider landscapes, whilst seeking to balance conflicting demands	Embed innovative financial sustainability across our activities

The Commons Division core values	
For the community: <ul style="list-style-type: none">• Providing welcome, safe and secure sites for people and wildlife• At the heart of the local community• Working with others to maximise benefit to the Commons and surrounds	For the team: <ul style="list-style-type: none">• Outward facing, forward looking• Ready to challenge and wherever possible mitigate environmental threat• Maintain multifunctional staff, valued for their skills and knowledge

Kenley Revival Project

- Allocate resources to support the work programme.
- Ensure the project is celebrated in the local community
- Work with others to ensure the successful delivery of the project.



WEST WICKHAM COMMONS (Charity Reg. No. 232989)

West Wickham Common

- **Oak pollards** — deliver annual condition monitoring so that we can review plan for restoration work.
- **Heathland** — restore, maintain and monitor our relic heath lying above the ancient earthworks.
- **Pedestrian crossing on A232** — Continue to support TFL in the delivery of their project
- **Boundaries** — review to ensure site protected, safety of people and management of landscape.

Spring Park

- **Coppicing** — continue the annual programme of restoring traditional management to this woodland.
- **Boundaries** — review to ensure site protected, safety of people and management of landscape.

COULSDON COMMONS (Charity Reg. No. 232988)

Farthing Downs & New Hill

- **Grassland** — restore open areas on Farthing Downs & New Hill.
- **Scrub** — manage blocks of retained scrub on Farthing Downs and restore succession on New Hill.
- **Boundaries** — review to ensure site protected, safety of people and management of landscape.
- **Stock fencing** — Carry out repairs and replacement of stock fencing.

Coulsdon Common

- **The Grove** — work with volunteers to continue restoring wood pasture.
- **Boundaries** — review to ensure site protected, safety of people and management of landscape.
- **Stock fencing** — Carry out repairs and replacement of stock fencing.

Kenley Common

- **Grassland** — restore and maintain the open areas of species-rich grassland along Whyteleafe Bank & Bunker Bank
- **Boundaries** — review to ensure site protected, safety of people and management of landscape.
- **Stock fencing** — Carry out repairs and replacement of stock fencing.

Riddlesdown

- **Scrub** — restore successional areas in Main Common and Riddlesdown Quarry
- **Grassland** — restore open areas across Norfolk Bank, Famet, Bull Pen and Butterfly Glade and in the Quarry.
- **Boundaries** — review to ensure site protected, safety of people and management of landscape.
- **Stock fencing** — Carry out repairs and replacement of stock fencing.

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