



**CITY
OF
LONDON**

DRAFT

London's Great Forest

A strategy and management plan for
Epping Forest 2020-30

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FOREWORD

As one of the earliest publicly-accessible wild landscapes in England, Epping Forest predates the UK's National Parks by nearly 80 years and shares a common bond in seeking to preserve the wildness of a treasured landscape whilst guaranteeing widespread public access. Purchased by the City of London Corporation in 1878, the Forest was dedicated by Queen Victoria "for the enjoyment of my people forever", and as the custodian of the Forest, the City and the Forest's Conservators have continued to conserve it for everyone to enjoy. Promoting and enabling public access to the Forest remains our guiding principle. We strive to exceed visitors' expectations by providing a safe and welcoming environment, rich in wildlife, which offers activity and excitement, and peace and tranquillity in equal measure. We welcome 4.2 million people to the Forest every year, and we want all Londoners to continue to value their Forest, and for visitors from further afield to benefit from all that the Forest has to offer.

This ambition translates as five new strategic priorities, which together reflect our statutory obligations and our commitment to conserving and protecting the Forest as London's largest biodiverse green space for the health, recreation and enjoyment of everyone:

1. A welcoming destination for all;
2. A beautiful Forest, sustaining internationally and nationally important wildlife habitats in an ancient wood-pasture mosaic;
3. An inspiring space for peoples' health, recreation and enjoyment;
4. A series of heritage landscapes which are protected and celebrated; and
5. A resilient environment, where challenges are embraced and opportunities explored.

These priorities will inform our decision-making over the next 10 years and will allow us to maintain the Forest as a world-class green space that benefits our local community and enhances our environment.

The paradox of Epping Forest is that public access to the Forest's 'wildness' requires constant management, to conserve both the Forest's unique character and its relevance to Londoners as a major recreational resource. This is a valuable but expensive commitment for the City of London Corporation, which has not been immune to the reductions in funding seen across central and local government in recent years. In common with much of the open spaces sector, the Forest's annual operating budget is constrained exactly at a time when our statutory and operational liabilities are increasing. We will need to make difficult decisions over the next 10 years just to ensure we meet our various statutory responsibilities and obligations. But rather than be deterred by budget limitations, we will capitalise on this financial reality by establishing our budgetary priorities, reviewing our business models, and developing new or fresh approaches to income generation, community engagement, protection of the Forest, and provision of our visitor services.

Ongoing management of the Forest's landscape, wildlife, resources and visitors' experience is guided by this *Strategy & Management Plan for 2020-2030*, within which we outline our vision for the Forest and the future direction for this protected area, and we are confident that through its implementation we will continue to protect and conserve the Forest, sustain its biodiversity and maintain it as a source of much valued public enjoyment.

Graeme Doshi-Smith

Chair, Epping Forest & Commons Committee

Paul Thomson

Superintendent, Epping Forest

Colin Buttery

Director, Open Spaces

OUR VISION

A thriving biodiverse green space that benefits the City's communities and enhances the wider environment as part of a larger, interconnected landscape

OUR MISSION

To conserve and protect Epping Forest as London's largest biodiverse green space for the health, recreation and enjoyment of everyone.

OUR STRATEGIC PRIORITIES

1. A welcoming destination for all

We will ensure that Epping Forest remains a high-quality destination for the 4.2 million visits by people who benefit annually from the Forest and its environs. We will encourage the widest range of visitors by improving access where appropriate and with arrival points that provide welcoming infrastructure, whilst preserving the naturalness of the Forest. Through positive engagement with the wider community we will build practical support and advocacy for the Forest, and will be proactive in our responses to anti-social and illegal behaviours to maintain a safe and clean space for visitors.

2. A beautiful Forest, sustaining internationally and nationally important wildlife habitats in an ancient wood-pasture mosaic

We will continue our evidence-based conservation management to sustain the wildlife and natural processes within the Forest's internationally important wood-pasture and parkland habitats and its surrounding ancient countryside. We will work with others to better understand and mitigate new threats and challenges to its ecological health. We will aim to increase the Forest's resilience to recreational pressures and to minimise urbanisation impacts whilst encouraging the exploration of nature by our visitors.

3. An inspiring space for peoples' health, recreation and enjoyment

We will promote the Forest's strategic role in making London an exciting, rewarding and healthier place to work and live. We will promote the Forest as a wonderful place for exploring, a destination for recreation and diverse leisure pursuits and a location for formal sports facilities. In promoting the Forest, we will respect the balance of needs of visitors and those of the natural environment. We will champion improved sustainable transport provision, networks and infrastructure with our local partner organisations

4. A range of special heritage landscapes which are protected and celebrated

We will work with our stakeholders, partners and communities to promote public knowledge and understanding of the Forest and buffer lands. We will also work to protect, conserve and interpret the area's world class natural and cultural heritage.

5. A resilient environment, where challenges are embraced, and opportunities explored

We will commit to a programme of continuous improvement, which is informed by robust planning, consultation and continuous evaluation. In doing so, we will continue to preserve an environment where visitors feel positive about 'giving back' by responding to opportunities to volunteer and contribute to the Forest's success. Compliance with applicable standards and legislation across all areas of operation will be underpinned by our positive relationships with stakeholders, partners, funders, emergency services and local authorities, which will help to inform and support our strategic priorities and actions.

IMPLEMENTING THE STRATEGY

Combining traditional and innovative conservation management techniques that respect, protect and conserve the Forest's environment, heritage and landscape.

Enhancing the protection of our land and its boundaries.

Maintaining the Forest's status as a Site of Special Scientific Interest and Special Area of Conservation, as well as other nationally and internationally recognised designations.

Improving visitor access to and across the Forest, promoting and enhancing sustainable transport.

We work to deliver our mission and strategic priorities by:

Putting Epping Forest at the heart of its local communities through engagement and providing opportunities for people to help protect it for future generations.

Preserving, sharing and explaining the Forest's cultural and built heritage, museum collection and archives.

Providing and promoting the Forest as a welcoming, safe, clean, open space for recreation and enjoyment.

Inspiring healthy and active lifestyles through informal and formal sport and recreation in the Forest.

Maintaining a workforce and volunteers that are well motivated, trained and resourced, delivering high quality services.

Developing and implementing management strategies for key habitats, landscapes and species.

Increase income to operate a well resourced, sustainable business model that allows for continual investment.

In the context of the strategic priorities above, we must always achieve our legislative and regulatory obligations, whilst delivering a contemporary model for protection, conservation and spaces for sustainable recreation.

We have developed an initial **2r Plan** (see below) which identifies the priority policies, plans and/or strategies to be developed as the detailed operational plans and budgets for each of our strategic priorities across each of our five core departments, i.e. Operations, Visitor Services, Resources, Conservation and Forest Services. These constituent policies, plans and strategies will be published and, taken together, will comprise our organisation-wide operational plan for **2020-28**. They will be reviewed by the Management Team on a regular basis and updated annually to reflect and respond to any changes in the internal and/or external environments.

MEASURING AND MONITORING

To manage and improve our performance, we must measure and monitor our impacts. **We will identify key performance indicators** relevant to each of our Strategic Priorities and will use a combination of quantitative and qualitative analysis to determine our performance and inform improvements.

COMMUNICATING AND REPORTING

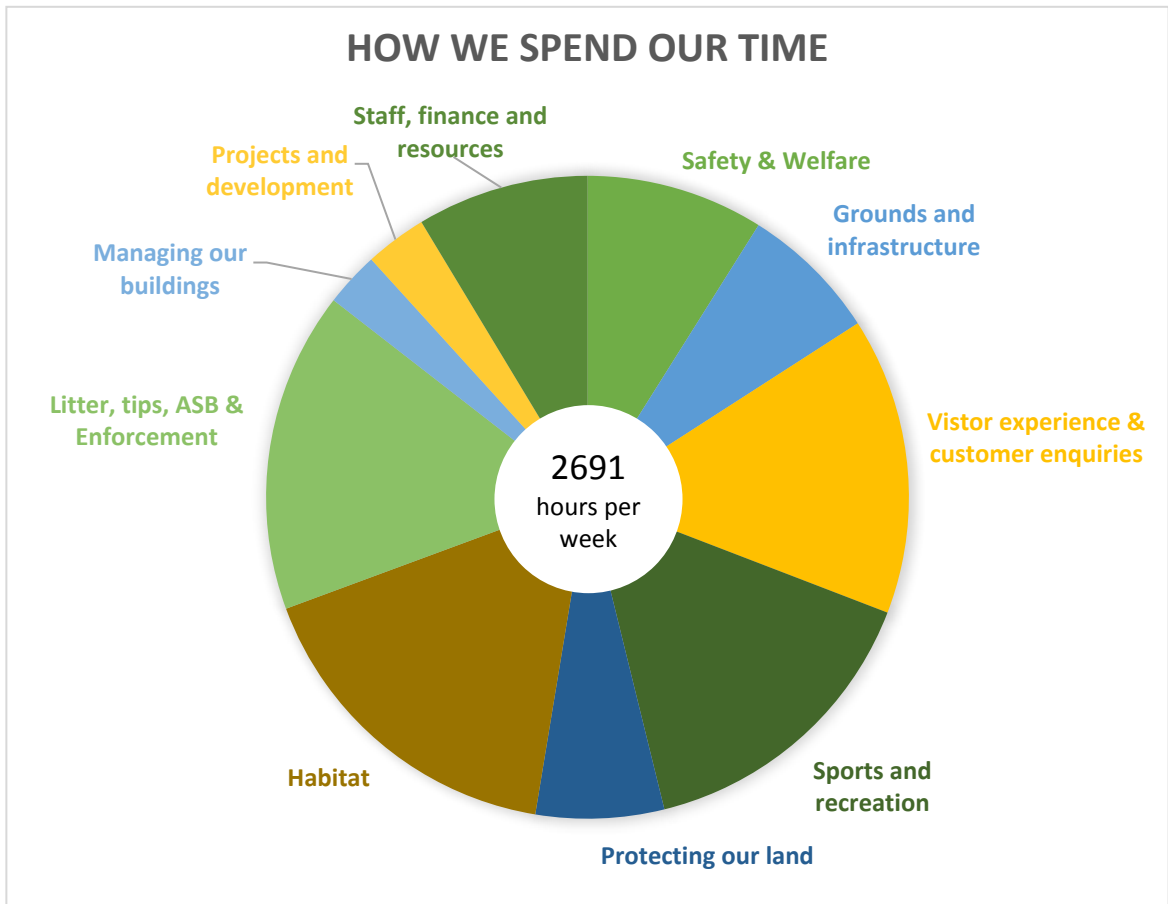
Communication of our Strategy & Management Plan, and regular engagement with our staff, visitors, stakeholders and partner organisations is critical to our success. **We will raise awareness** by creating and implementing a robust and comprehensive communications strategy which will clearly identify:

- WHO we engage with;
- WHAT we engage on;
- WHY we are engaging;
- HOW we will engage; and
- WHEN we will engage.

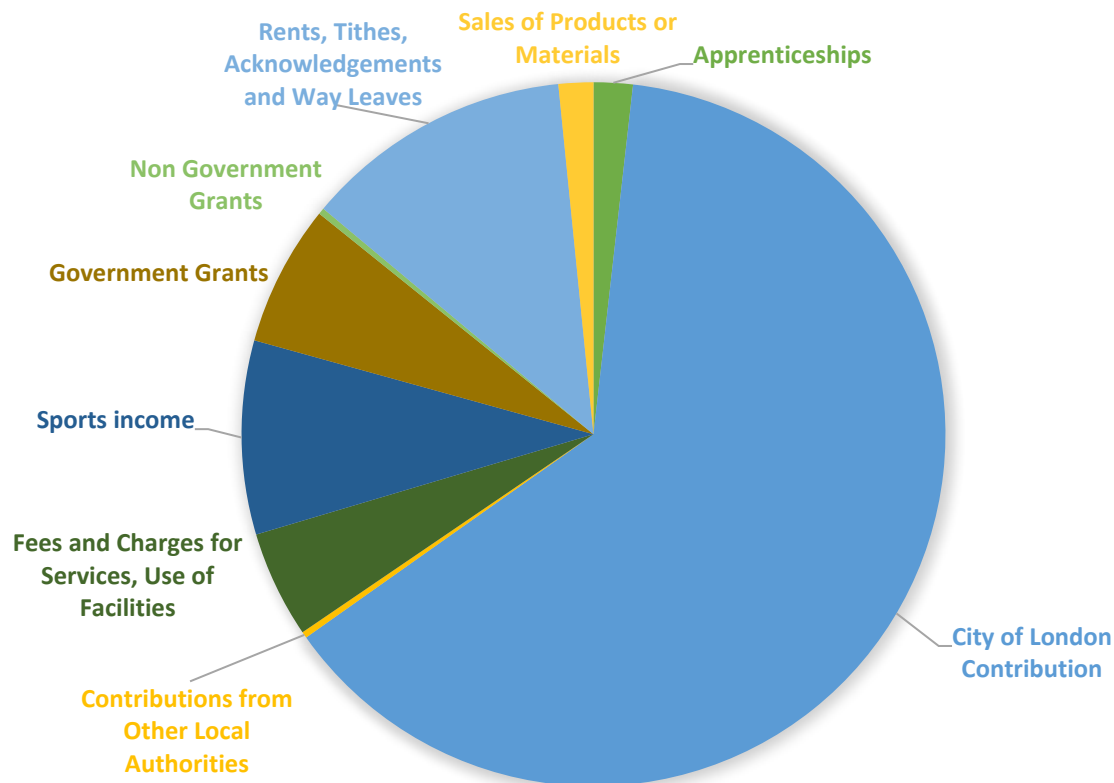
Our measures of success will be approved and monitored by the Conservators and reported to our visitors, stakeholders and communities through publication and dissemination of our Annual Report.

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RESOURCE MANAGEMENT



WHERE OUR MONEY COMES FROM



Notes:

Expenditure

- Safety and welfare includes all work carried out to make the Forest and our working environment safer for members of the public, residents, staff and all other visitors to our site.
- Grounds and infrastructure includes maintenance of ground level assets and features.
- Visitor and customer experience includes all non-sports visitor services as well as customer enquiries, retail, events licencing, publications and communications.
- Sports and recreation is all activities directly connected to golf and football provision
- Protecting our land includes management of wayleaves, monitoring of boundaries, licencing, mapping and legal work to keep Forest land safe.
- Habitat includes all work, monitoring and management for the health and benefit of plants and wildlife in the Forest.
- Litter, tips, ASB and enforcement includes all collection of rubbish and fly tips, dealing with other antisocial behaviour and resultant investigations and legal action.
- Managing our buildings includes all utilities, tax and local maintenance costs of our buildings.
- Projects and development is all work and expenditure connected to new or developing work.
- Staff, finance and resources is time and money spent on recruitment, training and support of our own staff as well as financial and other administrative support services, not included in other categories, required by law and or City of London policy.

Income

- Apprenticeships is central funding to support three apprentice posts
- Sales of products and materials includes shop sales, beef, venison and wood chip
- Rents, tithes, acknowledgements and wayleaves is all rent from tenants plus wayleaves and easements
- Non-government grants – small grants from charitable bodies
- Government grants – HLS ELS and other similar stewardship grant funding
- Sports income – football and golf fees
- Fees and charges for services and use of facilities are event licences, weddings, horse riding licences and other use of land and premises
- Contributions from other local authorities – small contribution towards shared services such as public toilets
- City of London Contribution – Money from City's Cash (City of London's own funds, not from direct taxation)

MANAGEMENT PLAN 2020-22

STRATEGIC PRIORITIES

1. *A welcoming destination for all*

We will ensure that Epping Forest remains a high-quality destination for the 4.2 million visits by people who benefit annually from the Forest and its environs. We will encourage the widest range of visitors by increasing accessibility where practicable and with arrival points that provide welcoming infrastructure, whilst preserving the special habitats and cultural heritage of the Forest. Through positive engagement with the wider community we will build practical support and advocacy for the Forest, and will be proactive in our responses to anti-social and illegal behaviours to maintain a safe and clean space for visitors.

Outputs

1. Sustainable Visitor Strategy
2. Antisocial Behaviour Management Plan
3. Enforcement Strategy
4. Forest Infrastructure Plan
5. Litter and Waste Management Strategy
6. Forest-wide Access Audit

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Outcomes

1. A high-quality visitor destination that is safe, clean and accessible.
2. A broad range of visitors, visiting for a variety of diverse and recreational purposes.
3. A reduction in environmental crime, anti-social and illegal behaviour.
4. An increased volunteer network and an actively and positively engaged wider community.
5. Minimise environmental damage through effective litter and waste management.

We will:

Action	Lead Team	Support Team(s)	Publication Date ¹
<ul style="list-style-type: none">○ Create a Sustainable Visitor Strategy, documenting the types and needs of Forest users, forecasting visitor growth and determining strategies for sustainable management of visitors whilst enhancing the visitor experience	Visitor Services	Resources	2020
<ul style="list-style-type: none">○ Work with partners and volunteers to keep Forest visits local, enhance interpretation and increase knowledge and advocacy through local information hubs and volunteer schemes	Visitor Services	Forest Services	2021
<ul style="list-style-type: none">○ Develop and implement an Antisocial Behaviour Management Plan, articulating our approach to	Forest Services	Operations & Resources	2021

¹ Denotes the publication date of the policy, plan or strategy, **not** the date by which all deliverables should be achieved. The policy, plan or strategy will include details of the various operational outputs from publication date to 2028.

tackling, reducing and preventing instances of ASB within the Forest.			
<ul style="list-style-type: none"> ○ Develop and implement an Enforcement Strategy, articulating our approach to protecting visitors, residents and wildlife, and to reduce and prevent instances of environmental crime within the Forest. 	Forest Services	Operations, Resources & Conservation	2020
<ul style="list-style-type: none"> ○ Develop and implement a Forest Infrastructure plan, integrating car park management, signage & mapping, and maintenance of visitor hubs; and incorporating our plans for creating, improving, managing and maintaining an integrated path network which meets user (walking, cycling and horse riding) needs whilst minimising visitor impacts on the Forest. 	Operations	Visitor Services & Forest Services	2021
<ul style="list-style-type: none"> ○ Develop and implement a comprehensive litter and waste management strategy to cover: <ul style="list-style-type: none"> ○ Removal of litter and waste and how manage this in conjunction with education and social media management ○ Timely and effective removal of fly tips ○ Cost effective Recycling of waste ○ Limiting the effects of litter and waste within the conservation zone and minimizing environmental impacts <p>To ensure the forest is a safe and clean and inviting open space for all to enjoy</p> 	Forest Services	Visitor Services, Operations, Resources & Conservation	2021
<ul style="list-style-type: none"> ○ Develop and implement a Forest-wide Access Audit to ensure all third-party routes (vehicular, pedestrian, underground utilities wayleaves) across Forest Land into private, neighbouring properties are comprehensively mapped, charged appropriately and monitored regularly by staff in order to protect the integrity of the Forest boundaries. 	Conservation	Visitor Services	March 2021

2. A beautiful Forest, sustaining internationally and nationally important wildlife habitats in an ancient wood-pasture mosaic

We will continue our evidence-based conservation management to sustain the wildlife and natural processes within the Forest's internationally important wood-pasture and parkland habitats and its surrounding ancient countryside. We will work with others to better understand and mitigate new threats and challenges to its ecological health. We will aim to increase the Forest's resilience to recreational pressures and to minimise urbanisation impacts whilst encouraging the exploration of nature by our visitors.

Outputs

1. 10-year Countryside Stewardship Agreement with Natural England
2. SAC Mitigation Strategy under Local Plans MoU
3. Updated Grazing Strategy and Expansion Plan
4. Wood Pasture Restoration Management Review and Strategy
5. Keystone Tree Conservation Management Plans
6. Wetlands & Streams Habitat Management Strategy
7. Invasive Species & Biosecurity Policy and Protocols
8. Scientific recording & monitoring programme
9. Protected & Native Species Action Plans (preliminary drafts only)
10. Queen's Commonwealth Canopy - phase 2 action plan

Outcomes

1. More dynamic wood-pasture and scrub with greater structural diversity and edge habitats
2. Re-established pollarding cycle and hundreds of new pollards
3. Mortality rates of managed ancient trees lower than unmanaged ancient tree population
4. Epping Forest seen as an exemplar site in wood-pasture and ancient tree conservation
5. Established extensive grazing rotation across central and northern Forest and Buffer Lands
6. Sustainable in-house breeding herd generating significant income
7. Grassland and heathland floral diversity maintained
8. Prioritised programme for wetlands habitat work
9. Impacts of main invasive & tree diseases assessed with monitoring & management plans
10. Improvements to Conservation Status of Special Area of Conservation (SAC) and Favourable Condition of the Site of Special Scientific Interest (SSSI)
11. Published scientific results widely read and evidence being used
12. Increased understanding and awareness of Forest's biodiversity importance

We will:

Action	Lead Team	Support Team(s)	Publication Date
<ul style="list-style-type: none"> ○ Submit Countryside Stewardship Scheme applications: to support 10-year programme of habitat and tree conservation works across the Forest and Buffer Lands. A part-common 1st application for the Forest would be followed by a 2nd part-common Forest application and a 3rd application for the Buffer Lands 	Conservation	Operations and Natural England	30 Sept 2019 -1st application; 30 Sept 2021 - 2 nd application; 3 rd in 2021/22
<ul style="list-style-type: none"> ○ Review the Wood-pasture Restoration programme of the last 30 years and draft a new Wood Pasture Management Strategy. This strategy would pull together pollard management cycle, keystone trees plans, haloing work, new pollard creation, grazing, mowing and flailing areas and set out vision for managed areas and minimum intervention based on scientific evidence 	Conservation	Operations	Dec 2020
<ul style="list-style-type: none"> ○ Develop the 14-year SAC Mitigation Strategy with local authority partners: cost and prioritize a SAMMs programme of works to protect SAC habitats and achieve full agreement with competent authorities. Assist and guide competent authorities in developing Green Infrastructure and SANGs Strategies to protect the SAC 	Conservation	Superintendent, external competent authorities & consultants	Dec 2019 (for SAMMs); 2021 (for SANGs and FTS – but dependent on competent authorities)
<ul style="list-style-type: none"> ○ Revise the Grazing Strategy and develop the Grazing Expansion Plan to include: proposals for additional winter housing and expansion of herd to around 300-head; management of all Buffer Lands grassland including Copped Hall north; consolidation of Forest grazing programme and completion of invisible fence/GPS network; marketing of beef and other products 	Conservation	Operations	July 2020 and ongoing

<ul style="list-style-type: none"> ○ Review our Ancient Tree Management: including updating management plans for the 1200 Keystone Trees; continuing the monitoring programme for 600 ancient oak pollards and publishing the results; expanding the Forest’s Veteran Tree Register (VTR); and identifying new monitoring and research projects to further ancient tree conservation 	Conservation	Operations	July 2019 & July 2021; VTR review by Dec 2022 (with aim of completion by 2025)
<ul style="list-style-type: none"> ○ Prepare a Wetlands & Streams Habitat Management Strategy, address bog and pond conservation, drainage, water abstraction, water quality and managing invasive non-native specie, plus overall priorities for individual site management. Large lakes and waterbodies priorities to be decided and funding sought as required (e.g. Wanstead Park lakes being integrated into a separate Parkland CMP). Cyclical programme of habitat maintenance and enhancement operations to be developed with and for volunteers. 	Conservation	Operations	Dec 2021
<ul style="list-style-type: none"> ○ Invasive Species and Biosecurity Policy: reviewing the high-risk species and prioritizing monitoring and controlling INNS and other invasive species, including (but not limited to) <i>Phytophthora</i> species, other tree diseases/non-native vectors, Oak Processionary Moth (OPM), Gypsy Moth, Chestnut Gall Wasp, Terrapins, Crayfish, Reeves Muntjac Deer, Himalayan Balsam, Japanese Knotweed, Rhododendron, Spanish Bluebell and others. ○ Biosecurity policy will be developed alongside the Invasive Species policy; biosecurity protocols will be developed for each species or location as required. 	Conservation	Operations And external agencies including Forestry Commission and Natural England	March 2020 for priority spp; Dec 2020 for other species

<ul style="list-style-type: none"> ○ Protected & Native Species Action Plans: continuing to manage protected species and their habitats from disturbance and damage. This includes (but not limited to) provision of the Scarce Species Register, the Breeding Bird Survey, a Bat Protection Policy; draw up a list of key species for special targeting of management works or possible long-term re-establishments (e.g. Brown Hairstreak; Hornet Robber-fly) 	Conservation	Natural England and NGO partners (incl GiGL & Essex Field Club)	March 2022 (preliminary only)
<ul style="list-style-type: none"> ○ Scientific recording & monitoring programme: review current monitoring priorities and 5-year programme and develop an integrated Strategy with amendments to the rolling 5-year programme to provide for engagement with academic and research institutions; include tree health and tree disease monitoring; grazing impact monitoring; Scarce species monitoring; pollution monitoring; birds and plants censuses; invertebrate studies; student project proposals 	Conservation	consultants	Dec 2020
<ul style="list-style-type: none"> ○ Deliver the next phases of the Queen's Commonwealth Canopy Project, as linked to the <u>above</u> wood-pasture and grazing proposals – but dependent on external input also 	Conservation	Operations and external stakeholders	Dec 2022

3. *An inspiring space for peoples' health, recreation and enjoyment*

We will promote the Forest's strategic role in making London an exciting, rewarding and healthier place to work and live. We will promote the Forest as a wonderful place for exploring, a destination for recreation and diverse leisure pursuits and a location for formal sports facilities. In promoting the Forest, we will respect the balance of needs of visitors and those of the natural environment by establishing users' codes of conduct, redefining the sports and general licencing schemes, and providing the play policy governing promotion of natural play. We will champion improved sustainable transport provision, networks and infrastructure with our local partner organisations

Outputs

1. Marketing & Communications strategy
2. Events policy
3. Licencing framework
4. Play policy
5. Sports framework
6. Accredited Quality Standards

Outcomes

1. Visitors are well informed and directed to more sustainable locations in the Forest
2. Enhanced quality of sports facilities within existing formal footprints
3. Activities and events within the Forest are well managed and regulated
4. Epping Forest recognised as a consistently high-quality tourist and visitor attraction.
5. Visitors are aware of expected behaviour in the Forest and are respectful of other users.

We will:

Action	Lead Team	Support Team(s)	Publication Date
<ul style="list-style-type: none"> o Design and implement a comprehensive Marketing & Communications Strategy, utilising a variety of media to promote the history, value and opportunities of the Forest, both externally and internally. o Update and create codes of conduct that promote respectful behavior within the Forest. 	Visitor Services	Forest Services Conservation & Superintendent	2020
<ul style="list-style-type: none"> o Create a robust Licencing Procedure and Events Policy to fairly regulate and manage activity in the Forest o Invite proposals for large events and activities in accordance with policy and site constraints 	Visitor Services	Forest Services	2019 2020
<ul style="list-style-type: none"> o Licence appropriate sport and physical activity to improve access for local communities. Work with partners to improve existing formal sports 	Visitor Services	n/a	2021

facilities and promote opportunities for wellbeing within the Forest.			
<ul style="list-style-type: none"> o Develop and implement a visitor transport access plan as part of a larger second Forest Transport Strategy (see Objective 5 below) working with service providers to offer visitors access to the Forest using public transport and other sustainable options and to reduce the impact of car travel on the Forest. 	Operations	Forest Services, Conservation	2021
<ul style="list-style-type: none"> o Seek and maintain external accredited quality standards, including the Visitor Attraction Quality Assurance Scheme (VAQAS) and Green Flag Award 	Visitor Services	Forest Services	Ongoing

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4. A series of heritage landscapes which are protected and celebrated

We will work with our stakeholders, partners and communities to promote public knowledge and understanding of the Forest and buffer lands. We will also work to protect, conserve and interpret the area's world class natural and cultural heritage.

Outputs

1. Conservation Management Plans for all Scheduled Ancient Monuments and other designated sites
2. Deer Management Strategy
3. Greens Management Plan
4. Tree Avenues Management Plan
5. Green Lane Management Plan
6. Heritage Master Plan
7. Museum Accreditation Plan
8. Initial plans towards World Heritage Status
9. Complete Land Registration

Outcomes

1. Epping Forest recognised for its significant conservation and heritage landscape.
2. A better interpreted and publicly understood heritage.
3. A sustainable, balanced and monitored deer population across both Forest and Buffer Lands.
4. Well maintained and protected heritage buildings and assets.

We will:

Action	Lead Team	Support Team(s)	Publication Date
<ul style="list-style-type: none"> ○ Review the future focus of deer management, publishing a new Deer Management Strategy for the Birch Hall Park Deer Sanctuary and the wild deer population ranging across the Forest and the adjoining Buffer Land. 	Forest Services	Conservation	2020
<ul style="list-style-type: none"> ○ Manage the Forest's greens and green lanes, in accordance with the priorities and schedules laid out in our new Greens, Tree Avenues, and Green Lane Management Plans. 	Operations	Forest Services & Conservation	2019
<ul style="list-style-type: none"> ○ Develop and implement a Heritage Master Plan, articulating our approach to preserving our scheduled ancient monuments, managing our registered parks and gardens, and maintaining our museum collection and archival materials. 	Visitor Services	Conservation & Operations	2020

<ul style="list-style-type: none"> ○ Create up to date CMPs for Scheduled Ancient Monuments (SAMs) and designated sites, agree with Historic England and Natural England. Develop action plans, both through Countryside Stewardship applications and other routes agreed with HE and Natural England 	Conservation	Visitor Services	First plan Loughton Camp SAM Oct 2019; Ambresbury Banks SAM Aug 2021; others by Dec 2022
<ul style="list-style-type: none"> ○ Scope and initiate work required to achieve World Heritage Status for Epping Forest? 	All		2029
<ul style="list-style-type: none"> ○ Develop plans for works and funding at Wanstead Park to move the park towards removal from the Heritage at Risk Register 	Operations	Conservation Visitor Services	2029
<ul style="list-style-type: none"> ○ Produce a comprehensive suite of Individual Site Plans, recognising unique features and demands of specific areas of the Forest, planned works and resourcing requirements 	Operations	Conservation, Visitor Services, & Forest Services	2020
<ul style="list-style-type: none"> ○ Complete the registration of the remaining parcels of the Land Registration Project, ensuring all Forest Land and other holdings are recognized as such with the Land Registry. The work that remains now focuses on highway dedications and cases of likely encroachment 	Conservation		2022

5. A resilient environment, where challenges are embraced and opportunities explored

We will commit to a programme of continuous improvement, which is informed by robust planning, consultation and continuous evaluation. In doing so, we will continue to preserve an environment where visitors feel positive about ‘giving back’ by responding to opportunities to volunteer and contribute to the Forest’s success. Compliance with applicable standards and legislation across all areas of operation will be underpinned by our positive relationships with stakeholders, partners, funders, emergency services and local authorities, which will help to inform and support our strategic priorities and actions.

Outputs

1. Risk Management Framework
2. Talent Management Strategy
3. Financial Management Plan
4. Major Incidents & Emergencies Response Plan
5. Income Generation Plan
6. Fundraising Strategy
7. Sustainability & Social Responsibility Strategy
8. Estate Strategy
9. Community Engagement & Education Programme
10. Forest Transport Strategy no.2
11. Acquisition Strategy
12. Charity Review

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Outcomes

1. A sustainable, responsive business model.
2. Increased and diversified annual income sources and an increase in sponsorship opportunities and partnerships. Epping Forest recognised as an example of management innovation and best practice.
3. Low staff turnover, underpinned by an informed, engaged and trained staff base.
4. Epping Forest recognised as intrinsic to the fabric of the community.
5. A fast and effective and co-ordinated multi agency response to emergencies and that that the forest is protected.

We will:

Action	Lead Team	Support Team(s)	Publication Date
<ul style="list-style-type: none"> ○ Develop and maintain a Risk Management Framework, incorporating the processes for routinely identifying, analyzing, recording, reporting, controlling, monitoring, mitigating and reviewing risks. Key features of this framework will be the: <ul style="list-style-type: none"> ○ Audit of risks being managed and a development plan arising from the audit findings 	Operations/Resources	All	2021

<ul style="list-style-type: none"> ○ Maintenance Plan for all our reservoirs ○ Reviewed Tree Safety Policy ○ Vegetation Against Property Management Plan ○ Highway Verge Management Plan ○ Forest Furniture Maintenance plan 			
<ul style="list-style-type: none"> ○ Develop and implement a Talent Management Strategy, ensuring we have the correct skills, experience and expertise within our staff to successfully deliver the objectives of the Strategic Plan, including our team structure, training & development, apprentice schemes, graduate trainee programmes, internships, and accreditation to professional standards. We will also devise an appropriate succession planning process. 	Resources	All	2021
<ul style="list-style-type: none"> ○ Create and maintain a Financial Management Plan, ensuring our financial forecasting, budget management, and income and expenditure profiles are understood by all key personnel and that all relevant staff engage effectively in financial management. 	Resources	All	2020
<ul style="list-style-type: none"> ○ Devise a Business Resilience Plan, detailing our organised response(s) to major incidents and emergencies, ensuring employees are equipped with the correct skills and response training for emergency situations. 	Forest Services	Resources	2021
<ul style="list-style-type: none"> ○ Develop and implement a Major Incidents & Emergencies Response Plan in accordance with best practice ensuring it complies with the national interoperability framework 	Forest Services	All	2020
<ul style="list-style-type: none"> ○ Develop and implement a Sustainability & Social Responsibility Strategy, articulating our approaches to achieving 	Resources	Operations & Superintendent	2020

<p>ISO14001² by reducing our carbon (CO₂) and carbon equivalent emissions (CO₂e) in relation to energy, travel, waste, water, and procurement; and ISO 26000³ by engaging with our communities to promote the societal benefit of a vibrant Forest environment.</p>			
<ul style="list-style-type: none"> ○ Develop and implement a Community Engagement & Education Programme which provide a forum for continued dialogue with our stakeholders and communities, offers the Forest as a venue for formal school sessions and community education initiatives, and defines our comprehensive volunteer scheme. 	<p>Visitor Services & OSD Learning Team</p>	<p>Forest Services</p>	<p>2021</p>
<ul style="list-style-type: none"> ○ Develop and implement an Estate Maintenance Strategy, prioritizing our small and medium-scale capital programme, including routine repairs and maintenance, in cooperation with Operational Property Review. 	<p>DRAFT Resources</p>	<p>Operations</p>	<p>2021</p>
<ul style="list-style-type: none"> ○ To embrace technology and new ways of working throughout our many work streams. To articulate requirements and ambitions to central support teams and influence provision of IT network, hardware and software which are fit-for-purpose and relevant to the requirements of the service. Initial focus on networks, GIS tools, digital asset management and contact management systems. 	<p>Resources</p>	<p>All</p>	<p>Continuous improvement</p>
<ul style="list-style-type: none"> ○ Create and implement an Income Generation Plan, mapping and scheduling all appropriate income opportunities, including commercial use of vacant properties and wider estates, sponsorship, venue hire and event management, produce (meat & wood), camping, and corporate/red letter days. 	<p>Visitor Services</p>	<p>All</p>	<p>2020</p>

² The ISO14000 family of standards provides practical tools for organisations to manage their environmental responsibilities.

³ ISO 26000 provides guidance on how organisations can operate in a socially responsible way, i.e. acting in an ethical and transparent way that contributes to the health and welfare of society.

<ul style="list-style-type: none"> ○ Develop and deliver a Fundraising Strategy for general and regular giving, endowments and gifts. 	Visitor Services	Resources	2020
<ul style="list-style-type: none"> ○ To review and further develop the Epping Forest Acquisition Strategy and Land Retention Policy reflecting changes in Local Plans and the evolving needs of the Forest 	Resources	All	2021
<ul style="list-style-type: none"> ○ Engage with and respond to emerging Local Plans, within and adjacent to the Zone of Influence for the Epping Forest SAC, and ensure the incorporation of strong policies to protect the wider Epping Forest and Buffer Lands in these Plans and, through active advocacy, ensure local authority councillors are made aware of the Forest's importance and vulnerability 	Conservation	Superintendent	Ongoing Incl 1 st response to LBWF Sept 2019
<ul style="list-style-type: none"> ○ As part of the SAC Mitigation Strategy (see Objective 2 above), work up a new Forest Transport Strategy (FTS) with ECC, TfL and the London borough highways authorities and respond to highways proposals to ensure a coordinated approach to the protection of the Forest from the adverse impacts of vehicular transport 	Conservation	All	2022
<ul style="list-style-type: none"> ○ To develop and implement a comprehensive Fleet and Equipment Plan to improve sustainability, comply with future legislation, provide suitable and efficient plant for the Epping Forest Team and use whole life cost for future purchase and rental decisions. 	Operations	Resources	2020
<ul style="list-style-type: none"> ○ Develop partnerships with our commercial tenants using benchmarked terms and encouraging investment in buildings and spaces to provide the best possible services for our visitors 	Conservation	Resources	ongoing
<ul style="list-style-type: none"> ○ To complete the decennial Epping Forest Charity Review reflecting the significant changes to Legislation, management and 	Resources		2020

<p>funding in the last ten years as well as stating full details of Charity Assets including land holdings (arbitration and buffer land)</p>			
<ul style="list-style-type: none"> o To continue to facilitate, review and improve Epping Forest Governance and connected processes particularly the recently established Epping Forest Consultative Committee, septennial Verderer Elections as well as further changes or additions to the Epping Forest Act. 	<p>Resources</p>		<p>Continuous improvement</p>

DRAFT

This **Strategy & Management Plan** has been approved and authorised on behalf of the Board by:

Name: _____

Position: _____

Signature: _____

Date of Publication: _____

Review Date	Details of Amendments
MM/YY	
MM/YY	
MM/YY	

DRAFT