

Forward Plan 2016 – 2019

Name of museum: The View (Epping Forest Collection)

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

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

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About this Forward Plan

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

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

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

Statement of Purpose

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

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

Vision

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

The Museum

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

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

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

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

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

Associated sites

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

These sites are:

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

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

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

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

Museum store

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

Associated collections

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

Review of the previous Forward Plan

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

Objective	Date to be achieved by	Review
Establish electronic records for museum collection.	30/6/2012	Achieved 31/12/2012 Electronic collections management system eHive purchased and the majority of objects entered into catalogue.
Establish a Heritage & Interpretation team from front of house staff with Forest Centres Officer with clearer H&I role as curator of Museum Collection	2/7/2012	Achieved 12/07/2012
Establish a volunteer team to assist with museum cataloguing.	2/7/2012	Ongoing. One existing collections volunteer who assists with cataloguing and collections documentation. Further recruitment ongoing.
Complete archiving project with London Metropolitan Archive	2/7/2012	Achieved. LMA project completed on 31/12/2014
Selection of museum objects on permanent display at The View	30/7/2012	Achieved 12/07/2012.
Selection of museum objects on temporary display at The View	30/9/2012	Achieved. Three evening events using museum objects as focal point, Queen Victoria exhibition in April-June 2013 and repeated at The Temple Spring 2014.
Curiosity Cabinet in View to display museum objects 'in store' to public.	30/9/2012	Achieved (10/072015) with additional funding from the City of London Historical Society.
Displays at Temple and High Beach Visitor Centre with appropriate environmental conditions and interpretation.	30/9/2012	Partly achieved. Objects on display at High Beach treated for pest infestation, but following handover of High Beach Visitor Centre to Friends of Epping Forest volunteers, no new display/interpretation developed. Displays at The Temple refreshed and environmental monitoring procedures in place.

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

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

The current situation

Organisational Structure

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

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

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

Staffing

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

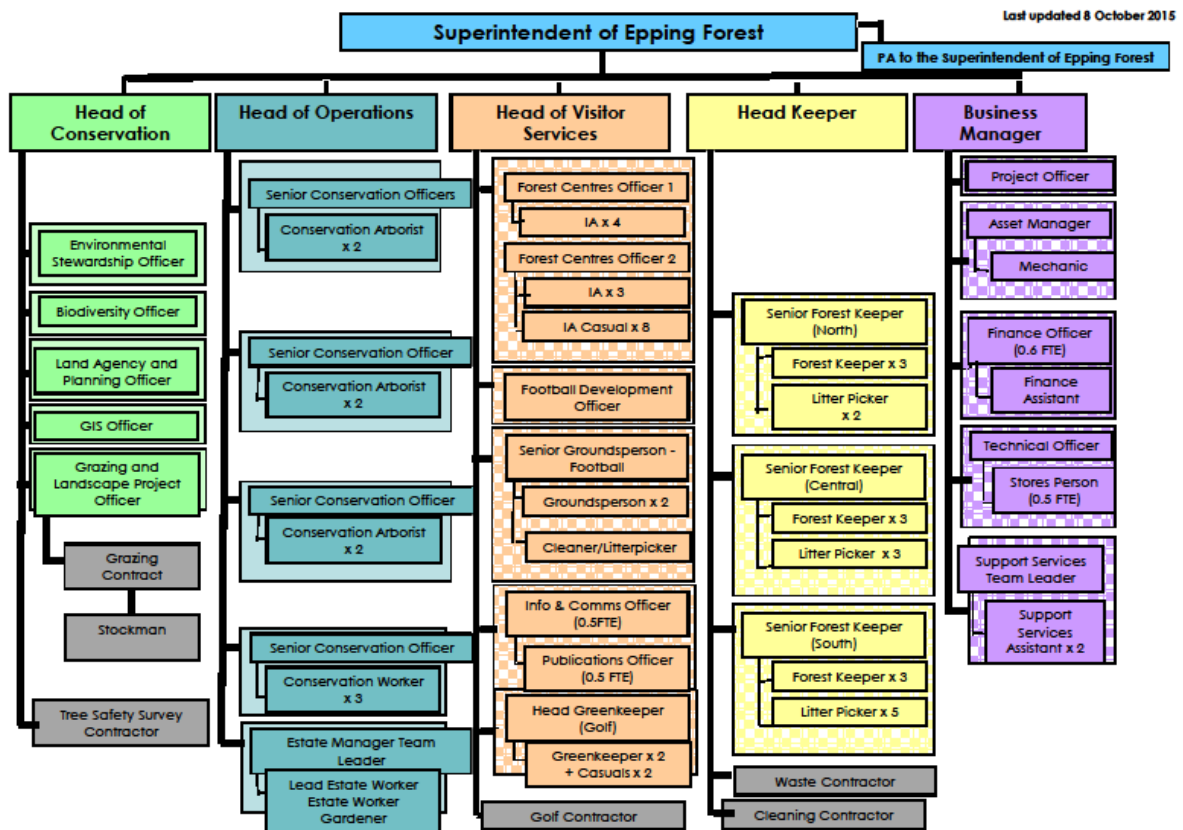
The Information and Communications Officer, Publications Officer and Communications Assistant promote Epping Forest as a whole including The View and associated sites.

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

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

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

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



The Audience

How many people visit The View and associated sites?

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

*The View opens to the public 12 July 2012

**Figures to 30 October 2015

What is the pattern of visits?

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

Events and the initial opening of exhibitions attract more visitors.

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

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

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

Age profile

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

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

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

Ethnicity

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

Nationality and second language.

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

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

Frequency of visits

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

Distance travelled and how users reached The View

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

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

How they found out about The View

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

Who visits and what are they hoping to see and do

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

Learning and Discovery Experiences

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

Public opening giving access to permanent displays and interpretation

Temporary exhibitions

Events focused on heritage themes and collections

Events to draw in new users through charged larger scale events

Events to attract a more diverse audience

School Sessions

Adult group tours

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

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

Local competing attractions

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

What do visitors like and dislike

Evaluation suggests that visitors most like:

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

Art exhibitions

New improved shop stock

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

Welcoming, friendly and knowledgeable staff

Interesting and varied displays with something for everyone.

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

Are we perceived as offering good value?

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

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

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

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

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

Which groups are under-represented?

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

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

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

The most under-represented ethnicities are:

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

Perceived barriers

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

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

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

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

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

Access

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

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

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

Consultation and an analysis of views

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

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

The following are some channels of evaluation that we use.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Sustainability

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

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

SWOT Analysis

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

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

Key Aims

Our six key aims provide strategic direction and vision.

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

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

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

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

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

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

Key challenges facing The View (Epping Forest Collection)

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

Action Plan 2016-2019

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

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

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

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

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

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

Resource Plan (financial)

Introduction to our finances

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

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

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

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

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

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

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

Budget allocation

COST CENTRE	Subjective	COST CENTRE DESCRIPTION	DESCRIPTION	2016/17 Budget	2018/19	2020/21
LM060 ALL STAFF COSTS FOR MUSEUM AND COMMUNICATIONS TEAMS						
LM060	00101	EF-Information Service	Monthly Basic Pay	324000	324000	324000
LM060	00601	EF-Information Service	Monthly Overtime	4000	4000	4000

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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