



Epping Forest & Commons Committee (For Information Items)

Date: MONDAY, 12 SEPTEMBER 2022
Time: 11.00 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

AGENDA

4. ***RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director, Environment.

For Information
(Pages 3 - 72)

5. ***NATURAL ENVIRONMENT CHARITY REVIEW REPORT**

Report from the Executive Director, Environment.

For Information
(Pages 73 - 80)

6. ***EPPING FOREST - ASSISTANT DIRECTOR'S UPDATE FOR JUNE - JULY 2022
(SEF 26/22)**

Report of the Executive Director, Environment.

For Information
(Pages 81 - 92)

11. ***EPPING FOREST ANNUAL REVIEW 2021-22 (SEF 28/22)**

Report of Executive Director, Environment.

For Information
(Pages 93 - 116)

12. ***ASSISTANT DIRECTOR'S UPDATE FOR THE COMMONS**

Report of the Executive Director, Environment.

For Information
(Pages 117 - 122)

13. ***KENLEY REVIVAL PROJECT. A NATIONAL LOTTERY HERITAGE FUND
(FORMERLY HLF) FUNDED PROJECT**

Report of the Executive Director, Environment.

For Information
(Pages 123 - 196)

15. ***SENIOR OFFICER RECRUITMENT**

Report of the Executive Director, Environment.

For Information
(Pages 197 - 198)

Committee(s)	Dated:
Epping Forest and Commons Committee	12 September 2022
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 5, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment	For information
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report provides the Epping Forest and Commons Committee with assurance that risk management procedures in place within the Environment Department are satisfactory and that they meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations. It is also reviewed regularly by the management teams at Epping Forest and The Commons.

Following the formation of the Environment Department in April 2022, a detailed review of all risks has been undertaken with the risk owners and management teams across the Department, including the Natural Environment Division. The outcome of this review is reflected in the risk registers presented in this report and its appendices.

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

Each of the five charities holds a risk register which is summarised in the main body of this report and included in full within the appendices.

Recommendation

Members are asked to:

- Note the content of this report and the action being taken to effectively manage risks, including the recent review of risks and risk management processes across the Environment Department.

Main Report

Background

1. The Risk Management Strategy of the City of London Corporation requires each Chief Officer to report regularly to Committee the risks faced by their department.
2. Risk owners are consulted, and risks are routinely reviewed, with the updates recorded in the corporate risk management information system (Pentana).
3. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Committee to which the Natural Environment Division reports will be presented with relevant risk registers every six months which more than fulfils this requirement.
4. The Executive Director assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. The requirements of the Charities Act 2022, which is due to be implemented over the coming year, will be monitored. Should there be any implications for the management and reporting of risks, processes will be amended as necessary to ensure continued compliance with the appropriate legislation.

Current Position

6. Over recent months, a full review has been undertaken of all risks and risk management processes across the Natural Environment Division, and the whole of the Environment Department. The outcome of this review is reflected in the risk registers presented in this report.
7. The scores, descriptions and mitigating actions of all risks have been fully reviewed and updated: they have been assessed in accordance with the City of London's Risk Matrix (Appendix 1). New risks have been added where necessary and others have been removed.
8. A Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Director at a higher-level and/or are common across the

whole of the Division. The Cross-Divisional risks are summarised in this report and the detailed register will be presented to the Open Spaces and City Gardens Committee on 6 October 2022.

9. Each of the five charities for which your Committee is responsible holds a risk register specific to its site or sites. The detailed risk registers for Epping Forest and each of the four Commons charities are summarised in the main body of the report and provided in full at appendices 2 to 6. For each risk, officers across the Division are undertaking a range of actions to mitigate the effects at their own sites.

Natural Environment Cross-Divisional Risks

10. The Cross-Divisional Risk Register of the Natural Environment Division contains top-level risks, such as those on specific projects. Other risks on the register are those which are common to most or all sites: individual charities hold their own local risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.
11. These Cross-Divisional risks are owned by the Natural Environment Director and are reviewed regularly by the Director and her Senior Leadership Team.
12. On 6 October 2022, the Open Spaces and City Gardens Committee will receive a report on the seven Cross-Divisional risks summarised below.
 - **ENV-NE 001:** Health and Safety (RED, 24)
 - **ENV-NE 003:** Repair and maintenance of buildings and structural assets (RED, 24)
 - **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
 - **ENV-NE 004:** Pests and diseases (RED, 16)
 - **ENV-NE 002:** Extreme weather and climate change (AMBER, 12)
 - **ENV-NE 005:** Impact of development (AMBER, 12)
 - **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)
13. As the Wanstead Park Reservoirs risk (ENV-NE 007) is specifically relevant to your Committee, it is included in the Epping Forest Risk Register at Appendix 2. This risk is managed jointly with the City's Building Control Service. A full report on the project will be presented to the next meeting of your Committee.
14. ENV-NE 009 has been added to the register to address the risk of failing to implement the Charity Review by the required deadline. The Director leads on the review and regular reports on the progress of the programme will be presented to all Natural Environment Committees.
15. ENV-NE 002 addresses the risks associated with extreme weather and climate change. This includes the risk of fire which, despite the increased probability over recent months, has been contained as a result of the successful implementation of mitigating actions at each site. This is kept under continual review at a local and cross-divisional level and further actions to manage the risk will be taken as necessary.

Epping Forest Risks

16. The Epping Forest Risk Register contains seven RED and seven AMBER risks owned and managed by the Assistant Director, Epping Forest and his Management Team. In addition, the Natural Environment Director owns the Wanstead Park Reservoirs (RED) risk which is managed as a higher level, Cross-Divisional risk. The detailed register is presented at Appendix 2.

17. The risk review did not identify any new risks. However, one risk was deactivated: this risk related specifically to damage to the site due to increased use during the Covid-19 pandemic. Now that all pandemic lockdown measures have been removed, it is considered that any residual and ongoing implications are sufficiently covered by other existing risks.

- **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
- **ENV-NE-EF 004:** Decline in condition of assets (RED, 24)
- **ENV-NE-EF 006:** Raised reservoirs (RED, 24)
- **ENV-NE-EF 003:** Health and safety incidents/catastrophic health and safety failure (RED, 16)
- **ENV-NE-EF 008:** Invasive non-native species (RED, 16)
- **ENV-NE-EF 012:** Loss of forest land and buffer land/or concession of prescriptive rights (RED, 16)
- **ENV-NE-EF 013:** Loss of knowledge in skilled staff/difficulties in recruitment (RED, 16)
- **ENV-NE-EF 015:** Public behaviour (RED, 16)
- **ENV-NE-EF 007:** Pathogens (AMBER, 12)
- **ENV-NE-EF 010:** Development consents close to forest land (AMBER, 12)
- **ENV-NE-EF 016:** Financial management and loss of income (AMBER, 12)
- **ENV-NE-EF 005:** Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) condition (AMBER, 8)
- **ENV-NE-EF 009:** Severe weather events (AMBER, 8)
- **ENV-NE-EF 011:** Wanstead Park – Heritage at Risk Register (AMBER, 8)
- **ENV-NE-EF 014:** Major incident resulting in prolonged 'access denial' (AMBER, 8)

The Commons Risks

Risks for the Commons were previously held in one combined risk register with the rating of each risk representing the overall position. The restructuring of risks to create a separate register for each charity enables more effective site-specific management and assessment.

Ashted Common

18. The Ashted Common Risk Register contains four AMBER and two GREEN risks as shown below. The detailed register is presented at Appendix 3.

19. Following the creation of the risk register specific to Ashted Common, two new risks have been identified: 'Water pollution' (008), and 'Maintenance of buildings and other structures' (009).
- **ENV-NE-AC 008:** Water pollution (AMBER, 8)
 - **ENV-NE-AC 009:** Maintenance of buildings and other structures (AMBER, 8)
 - **ENV-NE-AC 005:** Tree diseases and other pests (AMBER, 6)
 - **ENV-NE-AC 006:** Climate and weather (AMBER, 6)
 - **ENV-NE-AC 001:** Budget reduction and income loss (GREEN, 4)
 - **ENV-NE-AC 004:** Local planning issues (GREEN, 3)

Burnham Beeches and Stoke Common

20. The Burnham Beeches and Stoke Common Risk Register contains four RED and four AMBER risks.
21. Following the creation of a separate risk register covering these sites only, two new risks have been identified: 'Pollution' (008), and 'Maintenance of buildings and other structures' (009).
- **ENV-NE-BBSC 002:** Damage to sites (RED, 16)
 - **ENV-NE-BBSC 005:** Tree diseases and other pests (RED, 16)
 - **ENV-NE-BBSC 007:** Rural Payment Agency Grants (RED, 16)
 - **ENV-NE-BBSC 009:** Maintenance of buildings and other structures (RED, 16)
 - **ENV-NE-BBSC 001:** Budget reduction and income loss (AMBER, 12)
 - **ENV-NE-BBSC 004:** Local planning issues (AMBER, 12)
 - **ENV-NE-BBSC 006:** Climate and weather (AMBER, 12)
 - **ENV-NE-BBSC 008:** Pollution (AMBER, 8)

Coulsdon and Other Commons

22. The Coulsdon and Other Commons Risk Register contains one RED and six AMBER risks.
23. Following the creation of a risk register specific to these sites, two new risks have been identified: 'Pollution' (008), and 'Maintenance of buildings and other structures' (009).
- **ENV-NE-COC 009:** Maintenance of buildings and other structures (RED, 16)
 - **ENV-NE-COC 002:** Damage to sites (AMBER, 12)
 - **ENV-NE-COC 004:** Local planning issues (AMBER, 8)
 - **ENV-NE-COC 005:** Tree diseases and other pests (AMBER, 8)
 - **ENV-NE-COC 008:** Pollution (AMBER, 8)
 - **ENV-NE-COC 001:** Budget reduction and income loss (AMBER, 6)
 - **ENV-NE-COC 006:** Climate and weather (AMBER, 6)

West Wickham and Spring Park

24. The Wickham and Spring Park Risk Register contains one RED and five AMBER risks.
25. Following the creation of a risk register specific to these sites, one new risk has been identified: 'Maintenance of buildings and other structures' (009).
 - **ENV-NE-WWSP 009:** Maintenance of buildings and other structures (RED, 16)
 - **ENV-NE-WWSP 002:** Damage to sites (AMBER, 12)
 - **ENV-NE-WWSP 004:** Local planning issues (AMBER, 8)
 - **ENV-NE-WWSP 005:** Tree diseases and other pests (AMBER, 8)
 - **ENV-NE-WWSP 001:** Budget reduction and income loss (AMBER, 6)
 - **ENV-NE-WWSP 006:** Climate and weather (AMBER, 6)

Risk Management Process

26. Risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
27. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system (Pentana).
28. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and the requirements of the Charities Act 2011.

Identification of New Risks

29. New and emerging risks are identified through several channels, including:
 - Directly by Senior Management Teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services.

Corporate and Strategic Implications

30. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
31. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies.

Risks are also being considered as part of the development of the Natural Environment Division's emerging strategies.

32. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

33. The proactive management of risk, including the reporting process to Members, demonstrates that the Natural Environment Division of the Environment Department is adhering to the requirements of the City of London Corporation's Risk Management Framework and the Charities Act 2011.

Appendices

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2 – Epping Forest Risk Register
- Appendix 3 – Ashted Common Risk Register
- Appendix 4 – Burnham Beeches and Stoke Common Risk Register
- Appendix 5 - Coulsdon and Other Commons Risk Register
- Appendix 6 – West Wickham and Spring Park Risk Register

Contact

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City of London Corporation Risk Matrix (Black and white version)

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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Epping Forest Risk Register (excluding completed actions)

Report Author: Joanne Hill

Generated on: 30 August 2022



Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 007 Winstead Park Reservoirs (formerly CR32)	<p>Cause: Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p>Event: Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p>Impact:</p> <ul style="list-style-type: none"> • Potential for loss of life or injury to staff/residents. • Legal action by the Environment Agency. • Low level flooding of the park and surrounding residential/commercial areas. • Damage to a listed landscape. • Requirement for significant immediate CoL funds to repair damage. • Civil claims/financial loss claims made from residents/ businesses. • Adverse effect on the reputation of the City corporation (local/national media interest). • Park closed for several weeks. 	<p>Likelihood</p> <p>Impact</p>	24	<p>Engineering study completed November 2020 recommended a lower level of activity required than originally envisaged. While the LRR's are classified as High risk under the Reservoirs (2010) Act, their Dam Category of C or D means that the outcome of failure is relatively small. A further additional assessment of the interaction between the River Roding and Ornamental Waters has been undertaken.</p> <p>The project progressed through Gateway 3 in late November 2021.</p> <p>Outline options are continuing to be developed. One option is to do just the reservoir safety works recommended in the 2020 study. Another option is to do the reservoir safety works as well as water balance interventions to assist with long term safety management of the lakes; this includes commissioning a water balance assessment to consider what water budget interventions could be made to minimise</p>	<p>Likelihood</p> <p>Impact</p>	8	30-Jun-2024	

Appendix 2

09-Dec-2019 Sally Agass				<p>the risk of the dams drying out.</p> <p>A consultant has been appointed to produce designs for a SuDS scheme within the park as part of the GLA's 'Green and Resilient Places' development funding.</p> <p>In October 2021, a weekly inspection of the Perch Pond dam revealed a leak in the vicinity of the outflow structure. This is under review and the supervising Panel Engineer has been consulted.</p> <p>25 Jul 2022</p>				
							Reduce	

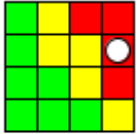
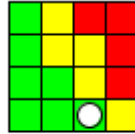
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 007d Environment Agency Actions	Confirm to EA that measures in the interest of safety have been completed.	Project is now progressing through detailed options to Gateway 4.	Tim Munday	25-Jul-2022	23-Nov-2022
ENV-NE 007g Gateway 4 report to request funding to progress chosen option to detailed design	Outline options under consideration with procurement of professional expertise to refine options.	<p>The water balance assessment is being delayed following difficulties in finding a consultant. It is now proposed to do this following Gateway 4 (if this option is taken forward) as part of any exercise necessary to secure permissions for water balance works (i.e. a river abstraction license).</p> <p>The Gateway 4 report will now be supported by an outline water supply potential assessment.</p>	Tim Munday	25-Jul-2022	23-Nov-2022

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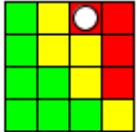
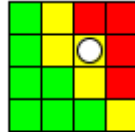
Appendix 2

004d Statutory compliance of buildings	and carried out by City Surveyor's or delegated to site.	with no outstanding actions. Legionella management has recommenced following COVID-19 site shutdowns.			
ENV-NE-EF 004e Annual building inspections	Joint inspection of all buildings including residential by site and City Surveyor's to capture maintenance needs. Required annually.	COVID-19 and changes of staff in the City Surveyor's Department (CSD) have delayed progress. Some empty lodges have been visited for condition surveys. Changes to structures in CSD may mean they no longer attend site for inspections.	Jo Hurst	30-Aug-2022	31-Mar-2023
ENV-NE-EF 004g Upkeep of Great Gregories Farm	Put actions and processes in place which ensure the upkeep and development of the site.	The replacement of the roof on the small barn has been postponed further under CWP, with no future date identified. Roofing for Pad1 is a Spend to Save project moving through the Gateway process, subject to a 40% Defra grant.	Paul Thomson	30-Aug-2022	31-Mar-2023
ENV-NE-EF 004j Maintain path network	Monitor the path network annually and carry out necessary maintenance.	The path network is monitored on an annual basis, and a maintenance programme prepared to address issues raised. We have £250k RASC funding for environmental damage to paths caused by high levels of use by visitors.	Geoff Sinclair	30-Aug-2022	31-Mar-2023
ENV-NE-EF 004k Aging condition of fleet	Fleet replacement programme	Assets such as patrol vehicles, tractors and other mobile agricultural machinery are exceeding their operational life and failing increasingly tight environmental standards, such as the extension of ULEZ. All replacements must be funded by local risk as no central fund is available. Budget has been prioritised for a series of replacements, using part exchange, hire purchase or other financial arrangements to allow the most efficient replacement of assets, prioritised by risk.	Jo Hurst; Geoff Sinclair	23-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 006 Raised Reservoirs 19-Aug-2015 Paul Thomson	Cause: Inadequate design; insufficient prescribed maintenance; leaks compromising dam integrity; failure to implement Panel Engineer's recommendations; failure to keep dams clear of vegetation; failure to maintain Blue Books; failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR. Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse. Effect: Loss of life; damage to downstream land/property; litigation; risk of prosecution; reputational harm; damage to/loss of habitat and associated rare species; fines from Environment Agency.	 Likelihood Impact	24	No change to current risk score. Work will start on Birch Hall Park during 2022. The Baldwins Pond project previously failed to attract tender interest and will be retendered during 2022. 30 Aug 2022	 Likelihood Impact	4	31-Oct-2024	
							Reduce	

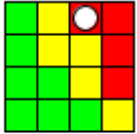
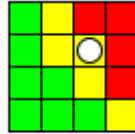
Action no, Title	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-EF 006a Panel Engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October.	Twice yearly inspections completed on schedule as agreed with the Panel Engineer.		Geoff Sinclair	30-Aug-2022	31-Mar-2023
ENV-NE-EF 006c Internal inspection regime	Weekly inspection of reservoirs/dam.	Ongoing action. Blue books are being completed at agreed intervals. Formal recording has moved to an online process.		Laura Lawson	30-Aug-2022	31-Mar-2023
ENV-NE-EF 006e Baldwins Pond and Birch Hall Park Pond	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond.	Work on Birch Hall Park Pond will commence during 2022. The Baldwins Pond project previously failed to attract tender interest and will be retendered during 2022.		Geoff Sinclair	30-Aug-2022	31-Oct-2023
ENV-NE-EF 006f Rookery Wood, Tudor Square Pond	Maintenance of Rookery Wood, Tudor Square Pond. Conservation management of Copped Hall.	District Surveyor's Division to fund and plan maintenance works. No plans to fund now, so this remains in progress. We are currently looking at further survey work on heritage and biodiversity value with Historic England to explore options on the site and possible funding. This may have medium-term implications beyond 2024 for beginning to access site and explore modifying the		Geoff Sinclair	30-Aug-2022	31-Mar-2024

		<p>earthworks in the long term. There is no funding from the Cyclical Works Programme at present. A draft report on the Historic England assessment has been submitted to the CoL.</p> <p>This will be linked to the Copped Hall Conservation Management Plan which has been completed and is currently out for consultation. District Surveyor's Division has carried out assessment works of the in-place dam structure and LiDAR mapping.</p>			
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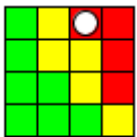
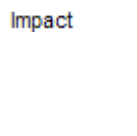
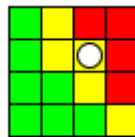
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 003 Health and Safety incidents / Health and Safety failure Page 19 19-Aug-2015 Paul Thomson	Cause: Poor understanding and/or delivery of Health and Safety policies and procedures; failure to link work activity with adequate procedures; risk assessments and safe systems of work not undertaken or completed incorrectly; inadequate appropriate training; failure to implement the results of audits; uncertainties due to the ongoing TOM process. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices. Insufficient staff numbers and heavier workload for those who are in post. Effect: Injury or death of staff, volunteers, contractors, licensees or members of the public; prosecution by HSE and/or Police; increased insurance premiums; harm to City's reputation; fine levied by HSE; staff experience higher levels of physical and mental stress.	Likelihood  Impact	16	This continues to be actively managed. A hazardous tree survey was completed in 2022 but works arising, particularly at the amber zones, have not been completed due to recruitment restrictions and larger numbers of hazardous trees being identified. These works are unlikely to be completed this year. Red zones are being prioritised. This may increase the risk score if not addressed in the coming year: the situation will be kept under review. We are supplementing our teams with the use of specialist contractors to help address deadlines until such time as we are able to recruit staff on a permanent basis. 30 Aug 2022	Likelihood  Impact	12	31-Mar-2023	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 003c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review.	H&S training (operational) system is in place and established. Expiring training known in advance and scheduled. Some training items were delayed or deprioritised due to COVID-19 related complications. Training matrix link to induction and new starters is in place.	Jo Hurst	30-Aug-2022	31-Mar-2023
ENV-NE-EF 003e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements enables cascading of decisions, issues, responsibilities and communications.	All roles and responsibilities are outlined and clarified in the agreed local Health and Safety statement. This is reviewed annually as part of the Annual Certificate of Assurance.	Paul Thomson	30-Aug-2022	31-Mar-2023
ENV-NE-EF	H&S checks undertaken annually for all	Annual licensee checks take place: we are concentrating on catering outlets where there are specific	Jo Hurst	30-Aug-2022	31-Mar-2023

003f Annual licensee checks	refreshments and food outlets under licence in the forest, excluding ice cream vans	issues around hygiene ratings and other issues. Checks may be extended to other commercial tenants, e.g. Cricket Pavilions, but this may just be a single reminder of responsibilities. Event licences on Forest land are being directed to the Local Authority Safety Advisory Group.			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 008 Invasive Non Native Species (INNS) 19-Aug-2015 Paul Thomson	Cause: Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest. Event: Sites become occupied by INNS which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some INNS have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a). Effect: Loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.	Likelihood  Impact	16	OPM is a seasonal risk which remains red due to high levels over the summer. Other INNS continue to be monitored. A new annual survey has been contracted out, spraying sites are identified and a spraying contractor appointed. 30 Aug 2022	Likelihood  Impact	12	30-Jun-2024	
							Reduce	

Action no, Title	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-EF 008c INNS policy	Develop an INNS policy - particular focus on OPM, although other pathogens and areas of concern to be tackled.	The importance of INNS (now DIES) to be reflected in plans for the new structure and recruitment under TOM, with key deliverables in policy and management. An annual assessment and control process is in place. Financial and labour resources continue to be targeted on OPM (nest removal), Ramorum disease (spraying of rhododendron host regrowth), Giant Hogweed and Japanese Knotweed control. A spreadsheet of all INNS taxonomic groups is being prepared to provide a comprehensive basis for prioritising actions on species and to allow an INNS Action Plan as well as a policy approach.		Paul Thomson	30-Aug-2022	31-Mar-2023
ENV-NE-EF 008g OPM Monitoring	This action tracks work done to mitigate the spread of Oak Processionary Moth in Epping Forest.	OPM is a seasonal risk and remains red due to high levels over the summer. Other INNS are being monitored as usual. A new annual survey has been contracted out, spraying sites identified and a spraying contractor appointed.		Paul Thomson	30-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 012 Loss of forest and buffer land and/or concession of prescriptive rights Page 22 19-Aug-2015 Paul Thomson	Cause: Lack of single definitive reference point for Epping Forest boundaries and accesses. Event: Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time. Effect: Compromised statutory responsibility through loss of forest and buffer land to encroachment; concession of prescriptive rights and loss of potential income; significant costs and jeopardy of litigation in recovering rights; harm to City of London's reputation as Conservators.	 Likelihood	Impact  Impact	16 The risk remains at the same level. We have not yet achieved the target to reach Amber due to test case issues (as below) and lack of resources in terms of completing on-site surveys. Resources were diverted for COVID-related site/visitor management. Position is improving, however, and we hope to get to Amber within 18 months, provided resources are available. Test cases put forward so far are too old to legally challenge, so we are not preferred at this time. We continue to liaise with legal teams for a way forward. Access audit phase one (desk-based review) has been completed. However, over half the 38 compartments remain to have a ground-truthing field visits to assess the issues with access on the ground. Therefore, risk remains of potential prescriptive rights being developed. Resources to ensure this survey takes place will need to be reviewed as part of the Target Operating Model process (TOM) during this year. 30 Aug 2022	 Likelihood	12 Reduce	31-Dec-2023	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 012b Epping Forest Access	Undertake audits of all 38 Forest compartments and buffer land.	Audits were interrupted by exceptional COVID-19 management and the loss of staff during the TOM process. We now aim to complete them by the end of 2023.	Laura Lawson	30-Aug-2022	01-Dec-2023

Appendix 2

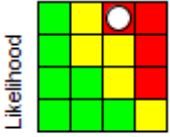
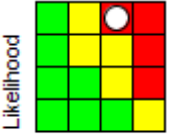

Audit					
ENV-NE-EF 012d Assessment of the audits in partnership with CS and CCS	Work with the City Surveyor's and the Comptroller and City Solicitor's Departments to consider whether legal action is required to settle disputes.	As per main update. Test cases brought forward are too old for challenge, it is likely that EFCC report will collate all potential historic encroachments with a view to not challenge and realign boundaries.	Tristan Vetta	30-Aug-2022	01-Dec-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 013 Loss of knowledge in skilled staff/ Difficulties in recruitment <div>Page 24</div> 19-Aug-2015 Paul Thomson	Cause: Previous reliance on memory-based rather than documentary records; retirements amongst ageing workforce; remuneration and benefits package increasingly uncompetitive for market sector. Event: Loss of knowledge and skills. Effect: Extra training needs, difficulty in recruitment or induction of new staff.	<div> <div>Likelihood</div> <div>Impact</div> </div>	16	<p>Risk has increased due to loss of skilled staff related to the Target Operating Model (TOM) process and inability to recruit beyond Fixed Term Contracts. Loss of skilled staff increased through late 2021 and into 2022. This risk is an active issue at present. Skilled staff are being lost and we are unable to recruit to certain roles.</p> <p>The original target to reduce the risk to Amber (6) by June 2022, has been amended to a target date of March 2023 by which time outcomes and direction of TOM should be understood.</p> <p>Introduction of a Talent Management Strategy is also awaiting the outcome of the TOM and has been delayed likely till end of March 2023. The TOM has negatively impacted staff retention.</p> <p>30 Aug 2022</p>	<div> <div>Likelihood</div> <div>Impact</div> </div>	6	31-Mar-2023	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 013a Key role assessment actions	Identify key roles where officers are nearing retirement or expressing development needs or desire to leave CoL or the Department. Review this data annually via PDR's and one to ones. Succession plan drawn up by Management Team and agreed by the Assistant Director. HR support for key roles.	Talent management strategy deferred as awaiting finalisation of the TOM process and new structures. A number of key staff have been lost due to uncertainty during this transition.	Jo Hurst	30-Aug-2022	31-Mar-2023

Appendix 2

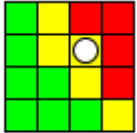
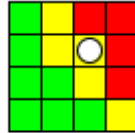
ENV-NE-EF 013b Increase process documentation	Increase documentation of memory based knowledge Ensure that information needed for emergency situations and out of hours is written down forming part of a pack Move collected data onto the GIS system	CiviCRM solution is in testing phase ready for delivery early in Summer 2022. StarTraq system for management of PCNs and FPNs is also ready for deployment but delayed due to recruitment and structure pressures in Forest Keeper and Enforcement Team.	Jo Hurst	23-Aug-2022	31-Mar-2023
ENV-NE-EF 013c Appointment cross-over (budgetary issue)	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR.	Details to be articulated in talent management strategy, but there will always be budgetary constraints and decisions taken on case-by-case basis.	Jo Hurst	30-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 015 Public behaviour 19-Aug-2015 Paul Thomson	Cause: Crime; irresponsible dog owners; rough sleepers; user conflict; trespass; alcohol; unlicensed activity. Event: Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social, irresponsible, or unsafe behaviour. Effect: Negative PR; injury to visitors; insurance claims; police exclusion zones; rise in crime rates; illegal occupancy of Forest land; increase in costs of managing public behaviour.	 Impact	16	We work in partnership with a range of Police and Anti-Social Behaviour managers to manage this risk. We accept that we cannot reduce this risk for the foreseeable future, but we have put in place a range of reasonable measures to limit the effects as far as we can. 30 Aug 2022	 Impact	16		
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-EF 015b Controlling dogs	Implementation and monitoring of PSPOs and other dog control measures on sites.	PSPOs are in place. A code of practice for responsible dog walking has been drafted. This is not high priority at present for enforcement, but we are monitoring and taking action where appropriate.			Paul Thomson	30-Aug-2022	31-Oct-2022
ENV-NE-EF 015f Develop and improve joint working	Develop stronger links and become a trusted partner with EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action	This was very successful during the COVID period. Head Keeper made use of links to other authorities to ensure we have a better co-ordinated response to antisocial behaviour. We now work in partnership with a range of Police and ASB managers to address this risk.			Paul Thomson	30-Aug-2022	31-Oct-2022
ENV-NE-EF 015i Address problematic public behaviour	Take appropriate action to address cases of anti-social, irresponsible, and unsafe public behaviour.	Officers continue to monitor rough sleeping, fly-tipping, anti-social behaviour and conflict between forest users. They work with appropriate local authorities and agencies to deal with individual cases.			Paul Thomson	30-Aug-2022	30-Jun-2023
ENV-NE-EF 015j Develop an Enforcement	Develop an Enforcement Policy to deal with public behaviour which contravenes the Epping Forest byelaws.	This policy will ensure that City of London staff, those we regulate, and other stakeholders and partners are aware of the intent and principles underpinning our approach to the action we may take when managing unlawful activity in Epping Forest.			Laura Lawson	30-Aug-2022	31-Mar-2023

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Policy		An Enforcement Policy has been drafted. The document to be distributed for internal consultation before a draft copy is submitted to Epping Forest Consultative Committee and Epping Forest and Commons Committee for approval and adoption.			
ENV-NE-EF 015k Influence public behaviour	Encourage safe and responsible use of the Forest.	<p>Activity based codes of conduct or guidelines for cycling, dog walking, fishing and horse riding have been developed and are available online.</p> <p>A general code of conduct for visiting Epping Forest, based on the Countryside Code has been developed. Widespread distribution of this needs further work.</p> <p>The Epping Forest Communications plan includes key messages about behaviour and respect for others.</p> <p>Enforcement Policy and Anti-social behaviour policy are being drafted.</p>	Paul Thomson	30-Aug-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 007 Pathogens	<p>Cause: Lack of adequate controls on international trade encourages transmission of pathogens; inadequate site biosecurity; and spread of novel pathogens responding to changes in climate presence of suitable hosts.</p> <p>Event: Sites become infected by pathogens causing diseases which lead to the decline or loss of key species.</p> <p>Effect: Loss or decline of key species; temporary site closures; increased costs for biosecurity, monitoring and reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.</p>	<p>Likelihood</p>  <p>Impact</p>	12	<p>Ramorum: Rhododendron regrowth continues to require treatment by spraying: inspections to detect symptoms are due to be undertaken in late 2022, after which further action may be required. Otherwise, there are no obvious increases in risk factors.</p> <p>Ash Dieback: There are no obvious changes, but if weather patterns continue, this is likely to lead to larger ash deterioration. This is being picked up by existing monitoring in target zones but remains a concern.</p> <p>Other items:</p> <p>Sooty bark disease is an increasing problem forest-wide. There is a significant work programmed linked to this in 2022 and will affect tree safety works.</p> <p>A possible new pathogen has been identified in relation to gorse and this is being monitored for. Mass gorse die back has become an issue in large parts of England this spring. At Epping Forest we are yet to see any examples of this at scale. However, we will need to check sites during summer because of the potential increase in fire risk if there is mass die back.</p> <p>We accept that we cannot reduce this risk for the foreseeable future, but we have put in place a range of ongoing measures and longer-term actions to limit the likelihood and impacts as far as we are able.</p>	<p>Likelihood</p>  <p>Impact</p>	12		

Appendix 2

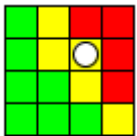
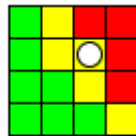
19-Aug-2015 Paul Thomson				30 Aug 2022			Accept	
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 007a Massaria survey	Undertake a survey for Massaria twice a year and implement actions which arise.	Staff shortages significantly affected the completion of the tree safety program during 2021. Massaria management has been completed and a new survey is to be tendered this year, 2022, as part of three-year agreement.	Geoff Sinclair	30-Aug-2022	31-Mar-2023
ENV-NE-EF 007d Ramorum Disease	Sudden Oak Death - Annual inspection of all Rhododendron.	Additional work: mature and large Rhododendron bushes are being removed (by uprooting - to avoid future spraying control where possible) from Paul's Nursery (Compartment 18) as an additional precaution. Communication with local Councillors and MP has taken place so that all are aware of this work and the reasons for it.	Paul Thomson	30-Aug-2022	31-Mar-2023
ENV-NE-EF 007e Biosecurity Policy	Need to develop a biosecurity policy and then implement.	Biosecurity position statement was completed. The location-specific biosecurity measures remain in place at Warren Plantation and were reviewed comprehensively in May 2022. Wider biosecurity measures for other pathogens are yet to be determined or agreed: a report is due by the end of 2024. The biosecurity measures will now be integrated into the INNS Action Plan for completion in 2024.	Paul Thomson	30-Aug-2022	31-Dec-2024

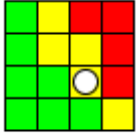
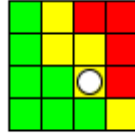
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 010 Development Consents close to Forest Land 								

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 010a Local authorities/Cou nties Local Plans and Core Strategies	Epping Forest DC Local Plan: Attend meetings and respond to consultation on the local plan in order to influence the content of the Plan and the Memorandum of Understanding between EFDC and Natural England. LB Waltham Forest Core Strategy and other LA actions plans: Respond to any further consultation.	SAC Oversight Group has now agreed governance, finance and a package of mitigation measures. We await sign-off from the relevant committees of these LAs to approve. LB Redbridge has already approved and LB Waltham Forest will do so via delegated powers.	Tristan Vetta	30-Aug-2022	31-Mar-2023
ENV-NE-EF 010c Forest Transport Strategy	Development and ongoing work on the Forest Transport Strategy	Progress is being made and the Strategy is now in draft. Meetings are held every two months with the District Council and the intention is to extend consultation to other relevant authorities.	Jacqueline Eggleston	30-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 016 Financial management and loss of income 18-May-2016 Paul Thomson	Cause: The CoL is facing austerity efficiencies: revisions to EU common agricultural policy (CAP) regulation, transition from Basic Payment Scheme (BPS) (total cessation in 2027) and UK interpretation and tightening of qualifying eligibility criteria. Failure to deliver to spend profile may result in loss of budget; lack of skills/capacity to deliver income generation projects; unrealistic initial targets and deadlines. Possible impact of Brexit. Event: Reduction deficit funding from the CoL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity, especially conservation grazing. Division is unable to deliver spend to profile or income generation programmes to agreed targets and timescales. Adverse workload impact on service delivery. Effect: Reduction in income. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing. Reduction / loss of biodiversity.	Likelihood  Impact	12	There is a need to achieve savings and manage inflationary pressures in 2022/23. Our focus is currently on lodge rentals, commercial wayleaves, and public events. Applications to the Rural Payments Agency's (RPA) Countryside Stewardship Scheme are being made in April 2023 which will stem the loss of Basic Payment Scheme (BPS) income. Furthermore, new grant schemes under the Environment Land Management Programme also offer additional income for the future. In the meantime, we accept that we cannot reduce the risk further, but will review this annually. 30 Aug 2022	Likelihood  Impact	12		
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-EF 001e Next round of savings to be agreed	Working to deficit budget reduction targets by increasing income generation.	Net income from car parking has met 2021-22 budgets, but further efficiencies and income enhancement must be found over the coming years.			Paul Thomson	30-Aug-2022	31-Mar-2023

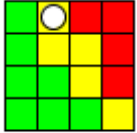
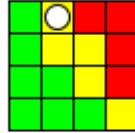
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 005 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition <div>Page 33</div>	Cause: Lack of appropriate habitat and tree management (pollarding) and lack of grazing pressure; Invasive Non Native Species (INNS); anthropogenic nitrogen deposition; atmospheric pollution; and climate change. Event: Unfavourable assessment by Natural England. Effect: Decrease in % SSSI area in favourable condition (currently 35.42%); decrease in % SSSI area in unfavourable recovering (currently 48.24%); loss of current (HLS) and future grant (e.g. CSS) funding; harm to City's reputation; fines from Natural England and Defra.	 Likelihood Impact	8	10-year Countryside Stewardship (CSS) Agreement (Forest 1) for part of the SSSI is in place for 2020-2029 and is being delivered which includes three SSSI units in "unfavourable" condition. Three further applications to cover the remainder of the SSSI Wanstead Park and Copped Hall are being prepared with work planned to start in 2024. Work is being targeted to address some of the reasons for 'unfavourability' in the units in this second half of the Forest. Conservation grazing has been reintroduced into two areas of the Forest (Barn Hoppitt and Pole Hill) with a third area to be started in the next year. This should see an improvement in the grassland management of those sites within the SSSI. The site sustained significant damage to the fabric of the SSSI/SAC due to increased visitor numbers during COVID-19, with a rise of around 300%. Damage to entrances and ride edges has been significant. Pathways have proliferated in the wooded areas. Part of the second CSS application includes a request for visitor management infrastructure to help alleviate visitor damage.	 Likelihood Impact	8		
							Accept	
19-Aug-2015 Paul Thomson				30 Aug 2022				

Appendix 2

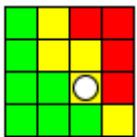
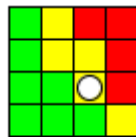

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 005a Countryside Stewardship (CSS) grant	Make CSS grant application to avoid loss of this vital income stream whilst ensuring habitat management targets are sustainable across 10-year agreement period.	<p>10-year Countryside Stewardship Agreement (Forest 1) for part of the SSSI has been achieved and is being delivered.</p> <p>A second agreement is being sought for the remainder of the Forest which is currently being prepared and due for submission in April 2023. Between the first and second agreements, many of the issues related to the “Unfavourable” SSSI units will be addressed.</p> <p>Additionally, conservation grazing has been expanded to new sites for which the SSSI condition assessment identifies grazing as necessary. A third new site is planned.</p>	Paul Thomson	24-Aug-2022	31-Mar-2023
ENV-NE-EF 005b Biodiversity 2020 targets for SSSI	Create plan of action for 5 compartments within existing resources to ensure consideration of priorities for CSS application.	<p>Natural England officers have been unable to visit the site due to COVID-19. Two of the five compartments were completed in February 2019. Site visits are to be reviewed for the remaining three compartments.</p> <p>The 5 SSSI units (117, 130, 230, 133, 136) are part of the second CSS application. Existing plans will feed into the grant application request and remaining needs are being identified through the application process with cross reference to Natural England’s SSSI condition assessments.</p>	Geoff Sinclair	24-Aug-2022	31-Mar-2023

Appendix 2

ENV-NE-EF 009h Reduce the impact of fire	Reduce the impact of grass and heathland fires.	Nine site-specific wildfire response plans have been signed off by the respective Fire and Rescue Services. However, site inspections by junior fire officers are still planned at the London sites to check access routes and other infrastructure in liaison with Forest Keepers.	Geoff Sinclair	30-Aug-2022	01-Nov-2022
ENV-NE-EF 009i Fire access zones	Maintain fire access zones.	All fire access zones have been cut twice this year. Grass growth has now stopped due to the drought but may commence if wetter conditions develop. Following recent fires it was clear that a number of these zones were effective barriers to fires.	Geoff Sinclair	30-Aug-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 011 Wanstead Park – Heritage at Risk Register <div>Page 37</div> 19-Aug-2015 Paul Thomson	Cause: Grade II* Registered Park and Garden, Wanstead Park, has been on the “Heritage at Risk” register since 2009, listed as in declining condition. Further restoration by four landowners is required to halt deterioration in condition and secure continued abstraction licence. Event: Failure to complete restoration work. Effect: Wanstead Park remains on the Heritage at Risk Register: continuing deterioration of at risk heritage features; education and interpretation opportunities missed; deteriorating state impacts negatively on the City’s reputation; fines from English Heritage in respect of listed buildings.	<div> <div>Likelihood</div>  <div>Impact</div> </div>	8	<p>This remains at risk with Historic England (HE). However, there have been productive meetings with HE and the Wanstead Park Liaison Group. Limited preliminary works are underway at The Grotto.</p> <p>An application for a Countryside Stewardship grant for 2023 is being considered.</p> <p>An expression of interest is being prepared for submission to the Heritage Lottery Fund.</p> <p>London Borough of Redbridge has identified £100,000 of SANGS funding for the park which will be used to improve access from the River Roding path into the park.</p> <p>30 Aug 2022</p>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	8		
							Accept	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-EF 011b Funding for implementation of plan	Identify potential funding / partners and submit bid. Funders may include HLF	Funding is being worked on through Wanstead Park Project Board. Otherwise, as per main update. Principal challenge is that project match funding does not qualify under City capital prioritisation rules.		Paul Thomson	30-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 014 Major Incident resulting in prolonged 'Access Denial' 19-Aug-2015 Paul Thomson	Cause: Pandemic; human error; mechanical failure; deliberate act of terrorism. Event: Major incident; terrorism; evacuation of East London; aircraft crash; failure of underground services; major pollution incident from M25; pollution from septic tanks or cattle buildings. Effect: Damage to, and loss of, Forest habitat; threat to existing conservation status of sites; reduced income from licensees unable to trade; costs of remediation and staff engagement; fines from Environment Agency for pollution incidents.	 Likelihood Impact	8	We have accepted this risk in recognition of how this will remain an active issue in the coming years. We are confident that our work in this area has been successful but will continue to assess protocols going forward. The Emergency Plan worked well during the COVID-19 pandemic and lessons learned during that time have now been incorporated in the Plan and our Business As Usual routines. The Emergency Plan was tested using the JESIP (Joint Emergency Services Interoperability Principles) Framework and has been implemented and supported by additional measures. 30 Aug 2022	 Likelihood Impact	8		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 014a Emergency Plan	Ongoing review and updating of the Emergency Plan.	The Emergency Plan worked well during the COVID-19 pandemic and lessons learned during that time have now been incorporated in the Plan and our 'business as usual' routines. The Emergency Plan was tested using the JESIP (Joint Emergency Services Interoperability Principles) Framework and has been implemented and supported by additional measures. The plan is kept under regular review.	Paul Thomson	30-Aug-2022	30-Jun-2023

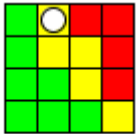
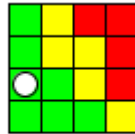
Ashtead Common Risk Register (excluding completed actions)

Report Author: Joanne Hill

Generated on: 28 August 2022





Rows are sorted by Risk Score

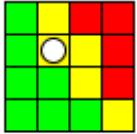
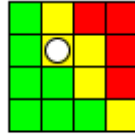
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 008a Water Pollution 27-May-2022 Andy Thwaites	Cause: Pollution of the Rye Brook. Event: Polluted water poured into road drain, misconnection into the surface water system from other utilities. Effect: Toxins and/or biohazards introduced into the watercourse threatening the health of people and animals; damage/loss of rare/fragile habitats and species; adverse local media coverage.	 Likelihood	8	Designs have been produced for a reedbed filtration system that could remove contaminants. However, this would be expensive to create. The Rye Brook is regularly monitored, including kick sampling and measurement of phosphate levels. 26 Aug 2022	 Likelihood	2	31-Mar-2031 Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-AC 008a Undertake a project to construct a reedbed	Produce a Project Initiation Document.	Write a Project Initiation Document (PID) for approval by the City of London.			Andy Thwaites	26-Aug-2022	30-Jun-2023

Appendix 3

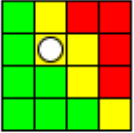
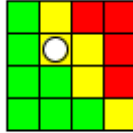

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 009 Maintenance of buildings and other structures 15-Jun-2022 Andy Thwaites	Cause: Inadequate level of service provided by City Surveyor's Department to maintain buildings and other structures. Event: Structures, specifically byelaw boards, become unsafe. Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.	 Likelihood	8	Byelaw boards may deteriorate over time with lack of preventative maintenance. They may become unsound and present a health and safety risk. The boards are monitored on a regular basis and any which become unsafe are removed. 26 Aug 2022	 Likelihood	2	30-Jun-2023	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-AC 009a Regular monitoring	Monitor byelaw boards, report on condition and remove any which become unsound.	Byelaw boards are monitored on a regular basis. Any which become unsafe are removed.			Andy Thwaites	26-Aug-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 005 Tree Diseases and Other Pests <div>Page 41</div>	Cause: 'Natural' spread of pests and diseases from neighbouring areas e.g. ticks and Lyme Disease and Oak Processionary Moth (OPM). Event: Individuals are affected by Lyme Disease or suffer allergic reaction to OPM. Effect: Staff and other individuals suffer severe long-term health effects; service capability disrupted; damage to corporate reputation; increased costs for reactive maintenance.	 Likelihood	6	<p>We accept that we cannot reduce this risk for the foreseeable future, but we have put in place a range of reasonable measures to limit the effects as far as we can.</p> <p>An action plan is in place for Lyme Disease, including adjustments to staff work schedules to reduce the risk of exposure.</p> <p>Tick/Lyme Disease information cards have been produced for volunteers, contractors and visitors to Ashted Common.</p> <p>OPM is endemic and widespread at Ashted Common but appears to be subject to natural controls which have suppressed numbers.</p> <p>26 Aug 2022</p>	 Likelihood	6		
							Accept	




Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-AC 005e Tree Safety Policy	Review The Common's Tree Safety Policy tri-annually and the local site risk map annually.	The Commons' Tree Safety Policy is reviewed every three years: next due in July 2024. The local site risk map is reviewed annually: next due in June 2023.		Andy Thwaites	26-Aug-2022	30-Jun-2023
ENV-NE-AC 005f Risk review	Keep risk under regular review.	The situation is kept under review and further measures will be implemented if and when they become necessary.		Andy Thwaites	26-Aug-2022	30-Dec-2022

Appendix 3

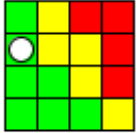
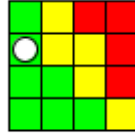
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 006 Climate and weather 24-Feb-2022 Andy Thwaites	Causes: Climate change causes severe wind, drought or floods to occur more frequently. Event: More frequent and severe storms or fires at Ashted Common. Effect: Injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species; service capability disrupted; temporary site closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management.	Likelihood 	6	Fire is by far the biggest risk to Ashted Common. Although a number of measures are taken to manage the impact of this risk, we are unable to reduce the likelihood of it occurring. 26 Aug 2022	Likelihood 	6		
							Accept	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-AC 006a Fire management 26-Aug-22	Review and update Fire Management Plan bi-annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services.	Major emergency plan produces were shared with Surrey Fire and Rescue in May 2022. This will next be done in May 2024, unless changing circumstances require an interim review.		Andy Thwaites	26-Aug-2022	31-May-2024
ENV-NE-AC 006b Storms	Storm monitoring & management and closure policies are in place and are linked to high staff awareness and training	The site continues to monitor and respond to warnings of extreme weather.		Andy Thwaites	26-Aug-2022	31-Mar-2023
ENV-NE-AC 006c Climate change	Understand the potential impacts of climate change on Ashted Common. Engage in climate change research and debate.	Ongoing research and dialogue continues. Work on carbon sequestration is being progressed.		Andy Thwaites	26-Aug-2022	31-Mar-2023

Appendix 3

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 001 Budget reduction and income loss 24-Feb-2022 Andy Thwaites	Cause: Potential reductions in budget and income. Event: The City of London reduces its budget for Ashted Common, or external funding is reduced. Effect: Financial failure; failure of key services; loss of staff; failure to maintain habitats on site; reduction in the ability to manage threats; significant reduction in service to users; reputational damage.	 Likelihood	4	The need for an additional member of staff for Ashted Common has been identified and funding will be provided for this. Additional Countryside Stewardship funding has been secured for the next ten years. Therefore, the current likelihood of this risk occurring is 'unlikely'. 26 Aug 2022	 Likelihood	4	Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-AC 001a Risk review	Keep risk under regular review.	This risk is kept under regular review.			Andy Thwaites	26-Aug-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 004 Local Planning Issues 24 Feb-2022 Andy Thwaites	Cause: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities and inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Increase in housing or other developments on land affecting Ashted Common. Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increase in traffic on local road network.	 Likelihood	3	Ongoing - local plans continue to be developed and are scrutinised and commented on when required. Staffing capacity is currently able to manage the volume of work associated with commenting on local plans. The Local Plans of Mole Valley and Kingston generally protect the immediate environs of Ashted Common. However, possible areas for development are identified within the general area, and this could increase pressures on the Common in the long term. 26 Aug 2022	 Likelihood	3		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 004c Risk review	Keep risk under regular review.	This risk is kept under regular review.	Andy Thwaites	26-Aug-2022	30-Dec-2022

Burnham Beeches and Stoke Common Risk Register (excluding completed actions)

Report Author: Joanne Hill

Generated on: 28 August 2022




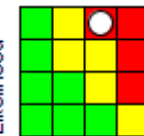
Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-SC002 Damage to sites 24-Feb-2022 Martin Hartup	<p>Cause: Burnham Beeches was damaged during the COVID-19 pandemic due to higher than usual visitor numbers. Even though numbers have since returned to 'normal' levels, the site is still subject to ongoing degradation.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes, especially Burnham Beeches which is a Site of Special Scientific Interest (SSSI) and a Special Area of Conservation (SAC) and not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; negative press coverage; loss of grants related to conservation; increased spend required to maintain the sites/mitigate damage.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>Visitor numbers have returned to more normal/pre-COVID levels, although they have still been elevated at times in the last 12 months. Seasonal area/path restrictions have now become part of normal business to protect the SAC but more work is required in order to reduce the impact of the risk.</p> <p>26 Aug 2022</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>31-Mar-2023</p> <p>Reduce</p>	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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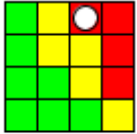
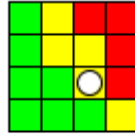

Appendix 4

ENV-NE-BBSC 002a Car parking	Prevent damage from car parking on surrounding roads and land.	Four miles of permanent parking restrictions are still expected to be installed by Buckinghamshire council around Burnham Beeches in approximately the next 12 months.	Martin Hartup	26-Aug-2022	31-Mar-2023
ENV-NE-BBSC 002b Action Plan	Develop an action plan to reduce the impact of high visitor levels.	A 'Carrying Capacity' study has been carried out, the results of which will be used to formulate an action plan to mitigate the impacts of high visitor levels.	Martin Hartup	26-Aug-2022	31-Dec-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 005 Tree Diseases and Other Pests 24-Feb-2022 Martin Hartup	Cause: Inadequate biosecurity, purchase or transfer of infected plants, soil and animals. 'Natural' spread of pests and diseases e.g. Oak Processionary Moth, and lack of funding to deliver requirements of the OPM Plant Health Notice. Event: OPM spreads further throughout the site and inability to carry out legal requirements. Effect: Potential consequences of non-compliance with legal requirements; reputational damage; temporary site/area closures; increased costs for reactive maintenance; health and safety risk to staff and visitors.	 Likelihood	16	OPM is now well established at Stoke Common and still spreading there. OPM has also been discovered in trees adjacent to Burnham Beeches and so is likely to spread there also in the coming years. Without additional funding there is nothing more we can do to reduce the risk. We will continue to undertake all reasonable actions to keep the situation under control as far as we are able. 26 Aug 2022	 Likelihood	16		
							Accept	

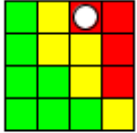
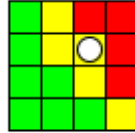
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 005a Staff training	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/prevention.	Ongoing. Training needs reviewed at regular team meetings, and proactively promoted via HSI and other corporate boards. Needs are also reviewed at 6 monthly local Health and Safety meetings.	Martin Hartup	26-Aug-2022	31-Mar-2023
ENV-NE-BBSC 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Martin Hartup	26-Aug-2022	31-Mar-2023
ENV-NE-BBSC 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Ongoing biosecurity actions and implementation of biosecurity policy.	Martin Hartup	26-Aug-2022	31-Mar-2023
ENV-NE-BBSC 005e Tree Safety Policy	Review The Commons' Tree Safety Policy tri-annually and the local site policy annually.	The Commons' Tree Safety Policy is reviewed every three years: next due in July 2024. Burnham Beeches and Stoke Common local site policy is reviewed annually: next due in July 2023.	Martin Hartup	26-Aug-2022	01-Aug-2023
ENV-NE-	Actions for the management of OPM at Stoke	An OPM management plan was developed and implemented for Stoke Common in summer 2021 in	Martin	26-Aug-2022	31-Mar-2023

BBSC 005f OPM at Stoke Common	Common.	line with Natural England advice/restriction and Forestry Commission requirements - survey and nest removal is undertaken as required. A similar plan may be required for the even more sensitive Burnham Beeches SAC if OPM spreads as expected. We are keeping the situation under review.	Hartup		
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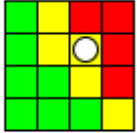
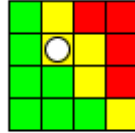

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 007 Rural Payment Agency Grants 24-Feb-2022 Martin Hartup	Causes: The Rural Payment Agency (RPA) has altered the administration of the BE6 grant for work on trees. Event: Reduction in direct grant available from the Rural Payments Agency (RPA) to deliver agricultural/conservation related services. Effect: Reduction in the amount of grant received from the RPA; cessation of agricultural/conservation services; reduction in income, direct and indirect; reduction/loss of biodiversity (legal implications); restrictions on recreational access due to reduction/cessation of grazing activities.	 Likelihood Impact	16	RPA is reassessing agreed grant. There is the potential to reduce it by 50% which would cause a significant funding gap. We are exploring options in this area, but the risk remains at Red (16) to reflect the significant financial impact this could cause. 26 Aug 2022	 Likelihood Impact	8	31-Mar-2023	
							Reduce	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 007c CSS Payment Changes	Seek clarity/advice from RPA/Natural England (NE) and agree any possible mitigation to limit the negative impacts of proposed changes in payments for the existing Countryside Stewardship Scheme (CSS) agreement for Burnham Beeches and Stoke Common (BBSC).	RPA is still looking to reduce payments for one element of the previously agreed CSS agreement at Burnham Beeches - negotiations and an appeal process are still in progress.	Martin Hartup; Helen Read	26-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 009 Maintenance of buildings and other structures Jun-2022 Martin Hartup	Cause: Inadequate level of service provided by City Surveyor's Department to maintain buildings and other structures. Event: Structures become unsafe or unusable. Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.	 Likelihood Impact	16	The key issues at Burnham Beeches include the large, wooden corporate image (byelaw) boards located across the site. The local team has undertaken an update of the previous audit of byelaw boards which was carried out by the City Surveyor's Department (CSD) in 2019. Since this audit, a further board has been found defective and removed and others need urgent attention. Concerns about the general situation are raised at quarterly client liaison meetings with CSD. 26 Aug 2022	 Likelihood Impact	12	30-Jun-2023	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 009a Ongoing monitoring	Periodic infrastructure checks.	Continual monitoring of byelaw boards and other structures. Any boards which are found to be unsound are removed.			Martin Hartup	26-Aug-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 001 Budget reduction and income loss 24-Feb-2022 Martin Hartup	Cause: 12% budget reduction with in-year unidentified savings. Loss of income from car parking, filming and other funding streams. Event: Fewer visitors and less filming interest. Effect: Inability to meet approved budgets; reduction in essential repairs and maintenance; reduction in key services; failure to meet business plan objectives; reputational damage.	 Likelihood Impact	12	Whilst the 12% budget reductions were addressed in 2021/22 and through stage one of the Natural Environment Division's Target Operating Model process, there are still unidentified savings listed in the budget until September 2022. The Rural Payment Agency (RPA) has proposed a change in the value of the Countryside Stewardship Scheme grant at Burnham Beeches by around 50% due to a change in the claim rules after the agreement was signed. 26 Aug 2022	 Likelihood Impact	6	31-Mar-2023	
							Reduce	

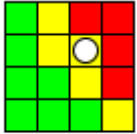
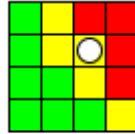
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 001a Budget monitoring	Keep budgets under continual review.	Budgets are kept under continual review and reported quarterly as part of the budget forecast process.			Martin Hartup	26-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 004 Local Planning Issues <div>Page 52</div>	Cause: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities and inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing or other developments on land affecting Burnham Beeches and Stoke Common. Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increased air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increase in traffic on local road network.	 Likelihood Impact	12	Ongoing - local plans continue to be developed, and are scrutinised and commented on when required. Staffing capacity is currently able to manage the volume of work associated with commenting on local plans. The Buckinghamshire Council local plan, whilst not yet produced, has established clear policies to protect the SAC at Burnham Beeches with an agreed mitigation strategy and funding mechanism for its delivery. The Slough Borough Council plan is still very much a work in progress but, again, some mitigation has already been agreed for specific development and funding identified to help protect Burnham Beeches from the impacts of increased development. Risks, however, still remain. 26 Aug 2022	 Likelihood Impact	12		
							Accept	
24-Feb-2022 Martin Hartup								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 004a Local authorities/Cou nties Local Plans and Core Strategies	Inclusion in core strategy planning documents or equivalent. Close partnership working with local planning authorities. Active monitoring of planning applications with responses as appropriate.	Monitoring activity continues. Mitigation strategy with Buckinghamshire Council completed and projects within it are underway. Plan/mitigation strategy still a work in progress with Slough BC.	Andy Barnard; Helen Read	26-Aug-2022	31-Mar-2023

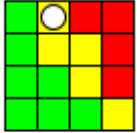
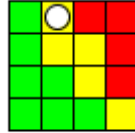
Appendix 4

ENV-NE-BBSC 004b Monitoring of impacts	Active monitoring of air pollution where possible. Active monitoring of environmental impacts where possible. Undertake research where appropriate and where resources allow.	Implementation of a section 106 funded project on air quality work and subsequent report will start the process of producing a Site Nitrogen Action Plan (SNAP) in conjunction with Natural England and Centre for Ecology and Hydrology. Other monitoring and mitigation projects identified and carried out where possible. Responding to planning applications regarding air quality issues.	Helen Read	26-Aug-2022	31-Mar-2023
ENV-NE-BBSC 004c Mitigating impacts of development	Develop and recruit to two s106 funded Ranger posts at Burnham Beeches to mitigate impact of development.	Employment of two s106 outreach/ambassador Rangers at Burnham Beeches funded through s106 agreements with Slough Borough Council and Buckinghamshire Council.	Martin Hartup; Helen Read	26-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 006 Climate and Weather 24-Feb-2022 Martin Hartup	Cause: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced. Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency). Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.	 Likelihood	12	Work on site continues to mitigate the impact of extreme weather events and this is monitored on an ongoing basis. We accept the current level of risk. 26 Aug 2022	 Likelihood	12	Accept	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 006a Fire management	Review and update plan annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services.	New Burnham Beeches site maps are currently under construction in collaboration with local fire services. Emergency plan for Stoke Common agreed with Buckinghamshire Fire and Rescue is in place and subject to annual review and fire drills.	Martin Hartup	26-Aug-2022	31-Mar-2023
ENV-NE-BBSC 006b Storms	Storm monitoring & management and closure policies are in place across the sites and are linked to high staff awareness and training.	The site continues to monitor and respond to warnings of extreme weather.	Martin Hartup	26-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 008 Pollution 15-Jun-2022 Martin Hartup	Cause: Continual pollution of Burnham Beeches as a result of inadequate sewerage provision for existing development in the local area, which is managed by Thames Water. Event: Sewage escapes into the watercourse running into Burnham Beeches after heavy rain. Effect: Pollution of the watercourses running into Burnham Beeches and associated degradation of the environment; potential reputational damage.	 Likelihood	8	Thames Water is looking at the whole sewer system in Farnham Common with a view to carrying out work to resolve the issue across the whole area. We are engaging in the process, which so far has largely been fact finding, prior to drawing up detailed proposals. We are unable to reduce the possibility of the risk occurring but continue to report any issues to the Environment Agency and Thames Water. 26 Aug 2022	 Likelihood	8		
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
NE-ENV-BBSC 008a Surveys to monitor impact	Commission surveys to assess the impact of pollution on indicator species.	BBSC has commissioned a project to compare the mosses and liverworts of the polluted stream with those of another local unpolluted stream. Thames Water is funding an equivalent project on freshwater invertebrates, the first part of the field work for which has been completed			Helen Read	26-Aug-2022	31-Mar-2023

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Coulsdon and Other Commons Risk Register (excluding completed actions)

Report Author: Joanne Hill

Generated on: 28 August 2022



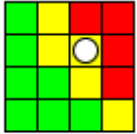
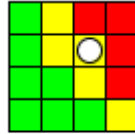
Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-009 Maintenance buildings and other structures 15-Jun-2022	<p>Cause: Inadequate level of service provided by City Surveyor's Department to maintain buildings and other structures.</p> <p>Event: Structures become unsafe or unusable.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>The key issues at Coulsdon Common are:</p> <ul style="list-style-type: none"> • The large, wooden corporate image (byelaw) boards located across the site, and • The cattle grids on Farthing Downs. <p>The local team has undertaken an update of the previous audit of byelaw boards which was carried out by the City Surveyor's Department (CSD) in 2019. Since this audit, a further eight boards have been found defective and removed.</p> <p>For the cattle grids, the CSD should undertake annual inspections but these have not been carried out for some years. The local team monitor the grids and report any concerns to CSD.</p> <p>Concerns about the general situation are raised at quarterly client liaison meetings with CSD.</p> <p>26 Aug 2022</p>	<p>Likelihood</p> <p>Impact</p>	12	30-Jun-2023	Reduce

Appendix 5

Allan Cameron							
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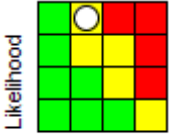
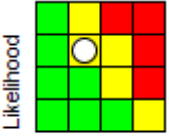
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 009a Monitoring	Monthly site infrastructure checks.	Continual monitoring of byelaw boards, cattle grids and other structures.	Allan Cameron	26-Aug-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 002 Damage to sites 24-Feb-2022 Allan Cameron	Cause: The sites are more popular than in previous years, linked to people enjoying local natural environments which are free of charge. Increased population and housing in the local area. Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest (SSSI) which are not designed for such high visitor numbers. Effect: Ecological and environmental damage; reputational damage; loss of grants related to preservation; increased spend required to maintain sites/mitigate damage.	Likelihood  Impact	12	We are seeing a continual increase in visitor numbers and general population growth which we cannot influence. Therefore, we accept that we cannot reduce the possibility of the risk occurring. However, we continue to encourage people to use the sites responsibly. 26 Aug 2022	Likelihood  Impact	12	Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-COC 002a Establish a Conservation Ranger post	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications and undertake detailed ecological surveys.			Allan Cameron	26-Aug-2022	31-Oct-2022

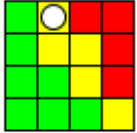
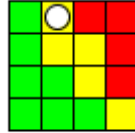
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 004 Local Planning Issues 24-Feb-2022 Allan Cameron	Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development plans; lack of partnership working with Planning Authorities and inclusion in Local Development Plans; lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing or other developments on land affecting the sites. Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increased traffic on local road network.	 Likelihood	8	Local plans continue to be developed and are scrutinised and commented on by officers when required. Staffing capacity is currently unable to manage the volume of work associated with commenting on local plans. However, we now have funding to recruit a full-time Conservation Ranger which will provide greater capacity for responding to these issues and enable us to be more proactive. 26 Aug 2022	 Likelihood	6	31-Mar-2024 Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-COC 004c Establish a Conservation Ranger post	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications.			Allan Cameron	26-Aug-2022	31-Oct-2022

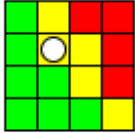
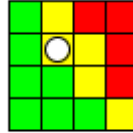

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 005 Tree Diseases and Other Pests 24-Feb-2022 Allan Cameron	Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM) and foot and mouth disease. Event: Sites become infected by animal, plant or tree diseases. Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood	8	Ash Dieback: Cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years. 26 Aug 2022	 Likelihood	6	31-Mar-2025	
							Reduce	

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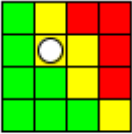
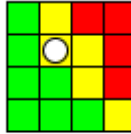

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 005a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/ prevention.	Ongoing. Training needs are reviewed at regular team meetings, and proactively promoted via HSI and other corporate boards. Needs are also reviewed at six-monthly divisional Health and Safety meetings.	Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-COC 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-COC 005c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	This is ongoing.	Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-COC 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	This is ongoing.	Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-COC 005e Tree Safety Policy	Review The Commons' Tree Safety Policy tri-annually.	The Commons' Tree Safety Policy is reviewed every three years. It was last reviewed in July 2021 and will be reviewed again in July 2024.	Allan Cameron	26-Aug-2022	01-Aug-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 008 Pollution 15-Jun-2022 Allan Cameron	Cause: Continual pollution of Coulsdon Common through defective drainage infrastructure owned by Surrey County Council and managed by Thames Water. Event: High rainfall leads to prolonged periods of pollution from two soakaways located on Stites Hill Road. Contamination of site with sanitary toxic and foul waste. Effect: Health and safety implications for visitors; reduction in quality of land within a National Nature Reserve (NNR); reputational damage and potential legal liability for the CoL.	Likelihood  Impact	8	The Head Ranger attends meetings of the local multi-agency Flood Action Group where this is a standing agenda item. Head Ranger is seeking clarity from Comptroller and City Solicitor's Department regarding our liabilities in respect of accepting pollution on our land. We are unable to reduce the possibility of the risk occurring but report any issues to the Environment Agency and Thames Water. 26 Aug 2022	Likelihood  Impact	8		
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-COC 008a Flood Action Group	Attend meetings of the local Flood Action Group.	Head Ranger represents the CoL at meetings of the local Flood Action Group which are held periodically (every 2-3 months).			Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-COC 008b Liaison with City Solicitors	Liaise with City Solicitors regarding liabilities.	Awaiting clarification from City Solicitors regarding our liabilities in respect of accepting pollution on our land. We have appointed a QC for advice on the pollution issue and are awaiting their response.			Allan Cameron	28-Aug-2022	30-Sep-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 001 Budget reduction and income loss 24-Feb-2022 Allan Cameron	Cause: Potential reduction in budget and income: reduction of income from car park charging; loss of income from rental properties. Event: Reduced budget and income. Effect: Potential staff reductions and inability to provide key services; financial failure; failure to achieve strategic objectives; significant reduction in service to users; reputational damage.	Likelihood  Impact	6	The Target Operating Model process is yet to be concluded and associated budget reductions are yet unknown. This is beyond our control and we are unable to reduce the risk in the foreseeable future. However, a Countryside Stewardship grant has been secured until 2026 and two vacant properties have been rented out, one with a long-term tenant until 2027, and the other on a rolling residential annual contract. These help to offset previous budget cuts. 26 Aug 2022	Likelihood  Impact	6	Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-COC 001a Risk review	Keep risk under regular review.	This risk is kept under regular review.			Allan Cameron	26-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 006 Climate and Weather 24-Feb-2022 Allan Cameron	Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency). Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.	 Likelihood	6	We accept this risk but work on site continues to mitigate the impact of extreme weather events should they happen. 26 Aug 2022	 Likelihood	6	Accept	

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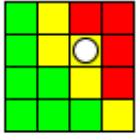
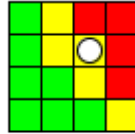

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 006a Fire management	Review and update Fire Management plan bi-annually. Habitat fire management and monitoring policies and plans in place which link to staff training and local emergency services.	Site maps currently under construction in collaboration with local fire services. Detailed fire maps to be developed by the end of September 2022 and emergency action plans to be updated.	Allan Cameron	28-Aug-2022	30-Sep-2022
ENV-NE-COC 006b Storms	Storm monitoring and management and closure policies are in place at the site and linked to high staff awareness and training.	The sites continue to monitor and respond to warnings of extreme weather.	Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-COC 006c Climate change	Understand the potential impacts of climate change on Coulsdon Common. Engage in climate change research and debate.	Ongoing research and dialogue.	Allan Cameron	26-Aug-2022	31-Mar-2023

Report Author: Joanne Hill
Generated on: 28 August 2022

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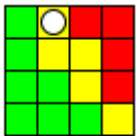
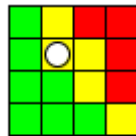

Appendix 6

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE- WWSP 009a Monitoring	Monthly site infrastructure checks.	Continual monitoring of byelaw boards and other structures.	Allan Cameron	26-Aug-2022	30-Jun-2023

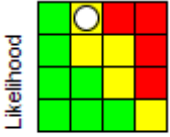
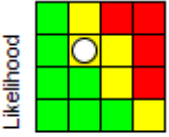

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 002 Damage to sites 24-Feb-2022 Allan Cameron	Cause: The sites are more popular than in previous years, linked to people enjoying local natural environments which are free of charge. Increased population and housing in the local area. Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest (SSSI) which are not designed for such high visitor numbers. Effect: Ecological and environmental damage; reputational damage; loss of grants related to preservation; increased spend required to maintain sites/mitigate damage.	 Likelihood	12	We are seeing a continual increase in visitor numbers and general population growth which we cannot influence. Therefore, we accept that we cannot reduce the possibility of the risk occurring. However, we continue to encourage people to use the sites responsibly. 26 Aug 2022	 Likelihood	12		
							Accept	

Page 6

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 002a Establish a Conservation Ranger post	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications and undertake detailed ecological surveys.	Allan Cameron	26-Aug-2022	31-Oct-2022

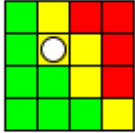
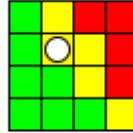

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 004 Local Planning Issues 24-Feb-2022 Allan Cameron	Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development plans; lack of partnership working with Planning Authorities and inclusion in Local Development Plans; lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing or other developments on land affecting the sites. Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increased traffic on local road network.	 Likelihood	8	Local plans continue to be developed and are scrutinised and commented on by officers when required. Staffing capacity is currently unable to manage the volume of work associated with commenting on local plans. However, we now have funding to recruit a full-time Conservation Ranger which will provide greater capacity for responding to these issues and enable us to be more proactive. 26 Aug 2022	 Likelihood	6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 004c Establish a Conservation Ranger post	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications.			Allan Cameron	26-Aug-2022	31-Oct-2022

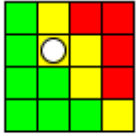
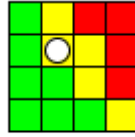

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 005 Tree Diseases and Other Pests 24-Feb-2022 Allan Cameron	Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM) and foot and mouth disease. Event: Sites become infected by animal, plant or tree diseases. Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood Impact	8	Ash Dieback: Cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years. 26 Aug 2022	 Likelihood Impact	6	31-Mar-2025	
							Reduce	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 005a Staff training	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/ prevention.	Ongoing. Training needs are reviewed at regular team meetings, and proactively promoted via HSI and other corporate boards. Needs are also reviewed at six-monthly divisional Health and Safety meetings.	Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-WWSP 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-WWSP 005c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	This is ongoing.	Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-WWSP 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	This is ongoing.	Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-WWSP 005e Tree Safety Policy	Review The Commons' Tree Safety Policy tri-annually.	The Commons' Tree Safety Policy is reviewed every three years. It was last reviewed in July 2021 and will be reviewed again in July 2024.	Allan Cameron	26-Aug-2022	01-Aug-2024

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Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 001a Risk review	Keep risk under regular review.	This risk is kept under regular review.			Allan Cameron	26-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
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Action no, Title, File,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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ENV-NE-WWSP 006b Storms	Storm monitoring and management and closure policies are in place at the site and linked to high staff awareness and training.	The sites continue to monitor and respond to warnings of extreme weather.			Allan Cameron	26-Aug-2022	31-Mar-2023
ENV-NE-WWSP 006c Climate change	Understand the potential impacts of climate change on West Wickham and Spring Park. Engage in climate change research and debate.	Ongoing research and dialogue.			Allan Cameron	26-Aug-2022	31-Mar-2023

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Committee(s): Epping Forest and Commons Committee Hampstead Heath, Highgate Wood and Queens Park Committees Open Spaces and City Gardens Committee West Ham Park Committee	Dated: 12/09/2022 05/10/2022 06/10/2022 For information
Subject: Natural Environment Charity Review Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 5, 8 and 12
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director, Environment Department	For Information
Report author: Sally Agass Director of Natural Environment	

Summary

The Natural Environment Division of the Environment Department owns nine open spaces outside the boundaries of the City of London and manages the nine charities associated with these Open Spaces, the governance of which is via five Grand Committees. The Corporation as the sole trustee of all the charities and has a duty to act in the best interest of the charity and to ensure that each charity is compliant with the Charity Commission requirements for fiscal, governance and statutory duties.

In order to ensure ongoing compliance, the report details the actions to be taken to ensure that our charities are fit for purpose to meet the changing environment in which we operate. It is the first of a series of reports that will be brought to this committee as the review progresses.

Recommendation(s)

Members are asked to:

- Note the information and charity review actions and timescales detailed in this report

Main Report

Background

Corporate Charity Review

In July 2019, the City Corporation resolved that a comprehensive Corporate Charities Review (CC Review) should be undertaken, building on recommendations from previous corporate Charity Reviews to ensure that each charity within scope of the Review was, and continues to be, well managed and governed, and achieves maximum impact for its beneficiaries. In so doing the CC Review is drawing upon the experience and learning of the separate Bridge House Estates (BHE) Governance Review.

The CC Review project involved reviewing each charity's own governance e.g., whether changes are required to a charity's governing document to modernise it or bring it up to date, whether the charity should be rationalised/closed, or whether changes could be made to the delivery of the charity's activities so that it operates more effectively and generates maximum impact from those charitable funds.

The Natural Environment Charities are in scope of the CC Review but the CC Review concluded that the legal and governance framework for the 10 Open Spaces charities is complex and any substantive review of and potential associated changes to the Open Spaces charities' governing documents would be both costly and time-consuming, largely because the majority of the Open Spaces charities are governed by statute. Any substantive change to the charities' governing documents would therefore require separate consideration as with Bridge House Estates or the Markets. A decision would need to be taken in each charities' best interests having regard to a legal imperative for changes, and whether the changes can be justified as being required for each charity's effective administration having regard to the costs, resources required, and wider factors such as the need for statutory changes and all that entails.

The CC Review reported to the Environment Department in November 2021 that work relating to operational, management, internal City Corporation governance, and associated legal and regulatory compliance affecting the Natural Environment charities should be encompassed within the Corporate Governance Review and the implementation of the Target Operating Model (TOM). The CC Review therefore sought to enhance those outcomes by contributing relevant advice and recommendations which reflected the requirements of charity law, charity good practice and governance. The CC Review recommendations for the charities

included in the reporting were intended to be cognisant of other ongoing corporate reviews such as the Corporate Governance Review, the Fundamental Review and the TOM.

CC Review and the Natural Environment Division

The CC Review Team is supporting the Natural Environment division to plan and implement the divisional charity review, building on the successful charitable review of Bridge House Estates, and the wider work of the CC Review. This draft work sets out the approach and actions to be taken and identifies the four key areas under review and the tasks/actions and resources anticipated to be required to achieve compliance and best value over the next five years. No doubt gaps and additions will be added as we progress, but this is stage 1 of an important process.

Current Position

To date the following areas and key tasks have been shared with the Corporate Charity Review and agreed:

1. Governance
2. Strategic
3. Operations – Finance
4. Operations - Resourcing

The table 1 below illustrates the detailed actions that need to be completed.

Key Areas	Tasks/Actions
Governance	Review the governing documents and make recommendations for the governance for each charity to ensure fit for purpose taking account of Charity Act 2011, Open Spaces Act and Epping Forest Act. Take through Charity Commission process
	Examine regulatory compliance of Corporation acting as sole Charitable Trustee
	Review and make recommendations renumber of charities and opportunities, possible mergers – review governance documents for express power to merge
	Research alternative governance arrangements
	Consider applying to Charity Commission for Uniting Order if mergers considered inappropriate for whatever reason
	Review and make recommendations for Buffer Land and rights to develop, clarify status of buffer lands
	Committee structure – consider the number and membership of the committees
	Reflect the Terms of Reference to include Charitable status obligations and reflect strategic role of Open Spaces & City Gardens
	Examine policy of Conflicts of Interest both within and across the various charities, the committees that service the charities

	Register with Land Registry those open spaces not currently registered
	Options for creating trading companies per charity
	Recommendations re Delegated Authorities
	Examine legal framework for additional purchases of additional land
	Legal duties of Charity Members/ observers to ensure regulatory compliance and accountability
	Provision of training for Members re Charitable duties and responsibilities including understand Member Insurance cover
	Development of best practice policies
	Consistent approach to reporting KPI's and evaluating outcomes against the Charitable objectives to committee
Strategic	Marketing and Branding development plan to identify the 'story' of Natural Environment through its strategies
	Further develop the five draft strategies and take through adoption committees
	Consultation with stakeholders affected
	Consider further strategies in line with corporate strategies and the needs of the open spaces
	Research strategic work undertaken by comparable organisations
	Cost benefit analysis of proposed strategies
Operational Finance	Research and develop models of funding
	Develop Charity Income Strategy
	Develop committee reporting process, timings and formats for reporting each charity actual against budget
	Undertake Review and make recommendations for revenue deficit funding model
	Develop internal SLA's for expenditure
	Agree principles and policy of carry forward for no donation/legacy
	Provide training for staff on finance for non-finance managers and on new/existing systems for reporting and monitoring budgets
	Establish principles of reinvestment of capital receipts
	Agree values and deliverable of internal service level agreements
	Revise programme and presentation of financial information to Committees
	Continue risk management new reporting and classification of risks
	Review and make recommendations for Reserves Policy
	Ensure compliance of Charitable Income Strategy with Corporate Finance Policies and procedures and due diligence tests applied to capital bidding process
	Quantify Social Value elements of service provision
Operational Resourcing	Prepare phase two TOM report including shared services to achieve efficiency and take through Operational Strategy Group
	Establish principle of creating efficiency through the use of IT. Prepare costs of proposals

	Prepare in partnership with AD's the JD's and PS ensuring consistency
	Consult with staff and Trade Unions
	Develop a volunteer/secondment strategy to encourage local commitment to the charity in line with achieving efficiency and service improvement
	Operational Framework to develop a staff development pathway and training programme to ensure minimise staff turnover
	Establish % ratio of operational costs v furthering the activities and objects of charity
	Review and make recommendation for each Charity recharge to corporate for services provided

Table 1

Timeline

There is no quick fix to the completion of this review, and it is anticipated that 18mths to 2 years will be needed to complete and start the implementation.

Regular reports on progress will be brought back to each charity committee. This will enable Members to monitor progress against a timeline which is being compiled per action and will be reported to committee.

Support for the process

A project team has been put together under the leadership of the Director of Natural Environment and includes a dedicated charity finance manager, a dedicated HR person soon to join the team for the Operational Resourcing which will deliver the Phase 2, Target Operating Model (TOM), a specialist charity governance advisor has taken up post and will be working with support from City Solicitor's department.

Overall, the process is supported by the Corporate Charity Group as their lessons learn in delivering the changes at the Bridge House Estates and other Corporation Charities is invaluable. The strategic element is being supported by the Natural Environment Assistant Directors who have each adopted a strategy.

Progress to date

- 1. Governance** - the first major task has been the review of all the governing documents, the statutes and the Acts relating to open spaces as the legislation determines how we frame the revised Terms of Reference for each committee. The first draft of the Terms of Reference for the Open Spaces and City Gardens Committee is with legal to review to ensure compliance with the Corporation governing documents, the legal acts and statutes. The draft Terms of Reference will be reported to the Open Spaces and City Gardens Committee in October 2022 subject to legal agreement. The report will then be amended, if necessary to take account of the individual circumstances per charity and reported to those committees.

It should be noted that whilst each action is listed separately there is considerable overlap between the elements within each of the four sections as well as overlap between the four sections. Therefore, progress on one significant element does mean steps are underway in other areas as well.

2. Strategic

The five strategies:

- Conservation and Nature Resilience
- Visitor, sport and leisure
- Community
- Charity Income
- Education and Learning

that were considered at the Natural Environment Away Day have all been further developed in response to feedback and will be presented to the October 2022 Open Spaces and City Gardens Committee and then on to each Committee.

One change has been the Visitor Strategy now includes Sport and Leisure and consideration is being given to how to include our heritage assets.

3. Operational Finance

A working group including Chamberlains, Corporate Charity Group and the Bridge House Trust is being set up to examine the options to make changes going forward. This has to include the use of capital receipts currently placed on deposit as endowment funds, the use of deficit funding taking account the ability or otherwise of each individual charity to raise income.

The guiding principle is that the Trustee, the Corporation must act in the best interests of the Charity. As soon as the options are identified a full report will come back to each charity.

4. Operation Resourcing

Good progress has been made on the Phase 2 TOM proposed structures which have been shared informally with the Chairs and are currently being refined by the Assistant Directors. The Assistant Director, Business Services has been appointed to project manage the process which is outlined as follows:

- The draft communication plan includes a video recording for all staff from the Executive Director, a staff comments inbox, posters with FAQ's will be sent to the sites regularly, this process will start at beginning of September 2022 when the majority of staff will be back from leave. Note this is not the formal consultation stage but an opportunity for staff and unions to be kept informed of progress.
- The proposed structures will go before a, to be arranged, Design Principles Panel to ensure compliance with the design principles established and complied with at Phase 1 TOM. Note- the Commons

structure was agreed as part of Phase 1 TOM which means that as far as is practicable, taking account of the differences between our charities, the remaining subdivisions will seek to be consistent across the Natural Environment Division.

- The report will go to the Corporate Services Committee (previously known as Establishment) in December 2022
- The proposed structure will be shared with staff in January 2023 which will be the start of the formal consultation stage and will include the unions.

Until then vacancies will continue to be filled on a FTC basis

Options and proposals

The recommended course of action is for the charity review to progress in order to ensure that each charity has the right resources to deliver the objects of the charities and strategies and is financially enabled to do.

Key Data

Not relevant at this stage but will be reported on as appropriate for each section of the Charity Review

Corporate & Strategic Implications

Strategic implications – Explain and provide assurance about how this proposal aligns with and will support the delivery of the Corporate Plan, any relevant corporate strategies and any relevant regional / national policies / international agreements.

Financial implications

Resource implications

Legal implications

Risk implications

Equalities implications –

Climate implications

Security implications

All of the above will be addressed as the review progresses and will be reported on going forward

Conclusion

This Charity Review is a complex and challenging piece of work that is essential to ensure compliance of the Trustee to the Charity Regulations and the various Acts and Statutes that apply. This review is long overdue and as underway will address

long standing problems and issues the end result of which will be a Natural Environment division of the Environment Department that will address the modern challenges faced by the open spaces

Appendices

None

Background Papers

None

Sally Agass, interim Director of Natural Environment

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Committee(s)	Dated:
Epping Forest and Commons Committee	12/09/2022
Epping Forest Consultative Group	19/10/2022
Subject: Epping Forest – Assistant Director’s Update for June – July 2022 (SEF 26/22)	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	City’s Cash Local Risk
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Juliemma McLoughlin, Executive Director Environment Department	For Information
Report author: Paul Thomson – Superintendent of Epping Forest	

Summary

This purpose of this report is to summarise the Epping Forest Division’s activities across June and July 2022.

Of particular note was the cumulative lack of rainfall and very high summer temperatures which had activated the Epping Forest Wildfire Plan and impacted on Forest operations, increasing irrigation of the golf course; halting summer pollarding activity; reducing hay and silage productivity and changing the pattern of visiting reducing overall numbers and seeing more early morning and evening use of the Forest.

Also of note was the first flowering of the Patmores carbon sequestration scheme, a Rural Payments Agency grant of £120,000 towards capital works towards pollution management at the Great Gregories Overwintering site and the commencement of planning for Small Raised Reservoir works at Birch Hall Park.

Recommendation(s)

Members are asked to:

- Note the report

Main Report

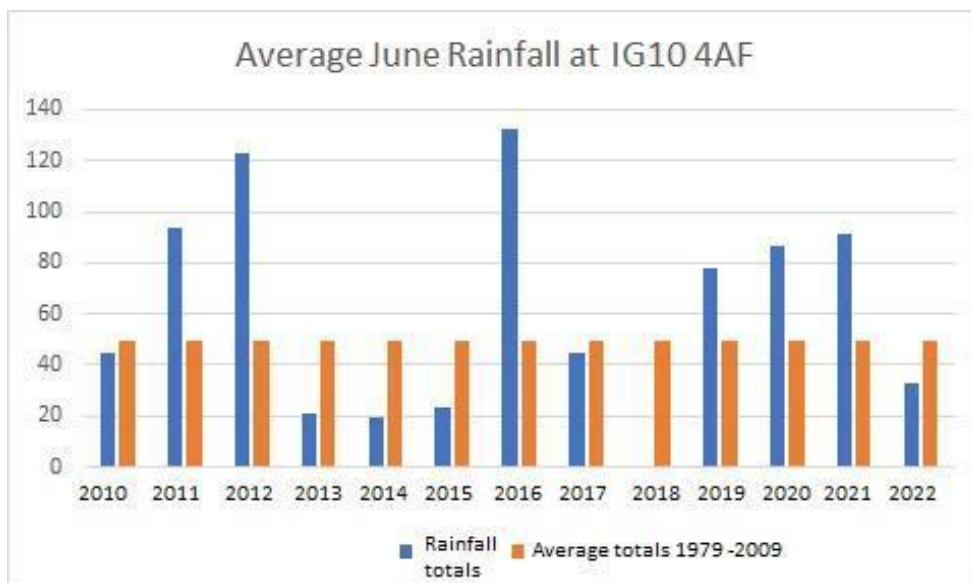
Staff & volunteers

1. Staff continue to cover a range of vacancies associated with the Target Operating Model (TOM) recruitment restrictions with 12 vacant posts and a further six posts fortunately covered by casual staff drawn from Epping Forest volunteers. A Senior Forest Keeper and the Head Forest Keeper have resigned, leaving end July and August respectively. A new Head Stockperson joined in July.

Budget

2. At the end of July, one third of the way through the financial year, overall budget is showing at 15%, (£358,870.16 against a net total annual budget of £2,416,000) in part due to income items due to be transferred to reserve, but also high vacancy levels. Income, particularly on car parking is doing well, with high confidence of achieving an on-budget outturn at year end.

Weather



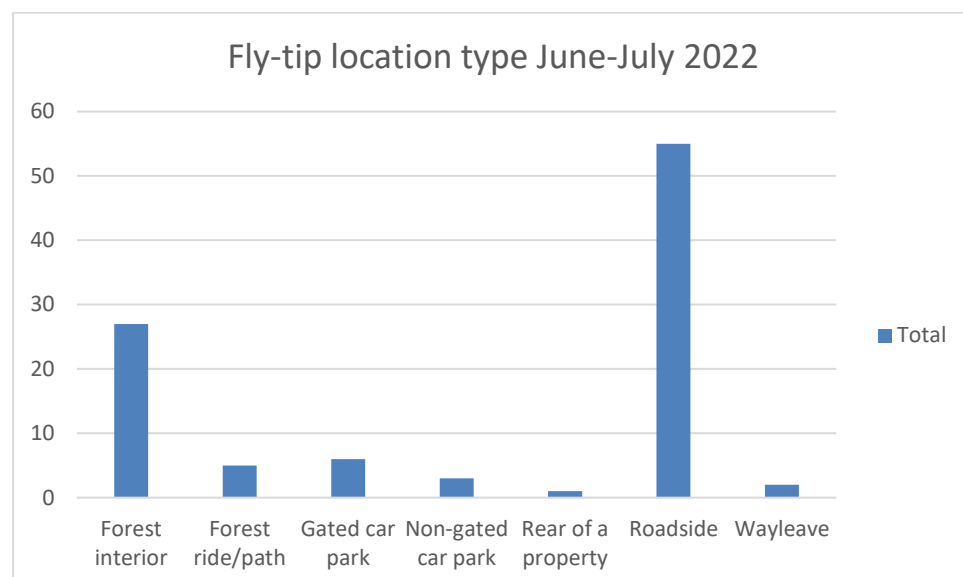
3. June 2022 saw a total of 32.6mm of rainfall with the most rain falling on the 5th of the month with 12.6mm. There was a total of 12 days throughout the month with precipitation.
4. Compared to the data from 1991-2020, this month only received 50% of normal rainfall and falls below the average rainfall totals from the period 1979 – 2009.
5. Data is not available for August from the Field Studies Council High Beach weather station. The Chelmsford weather station recorded 4.8mm of rainfall, just

9.6% of the average 49.9mm of rainfall. The Met Office records English July rainfall as the driest since 1935 and the driest ever in East Anglia.

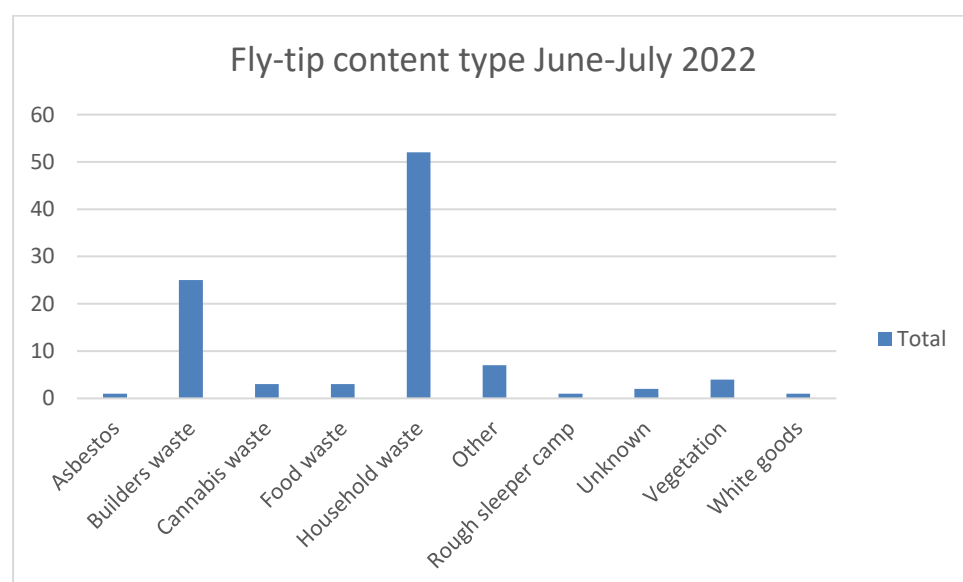
Forest Services

Fly-tipping

6. There was a total of 100 fly-tips recorded over the period of June – July 2022, this is a 49% decrease over the same period in 2021.

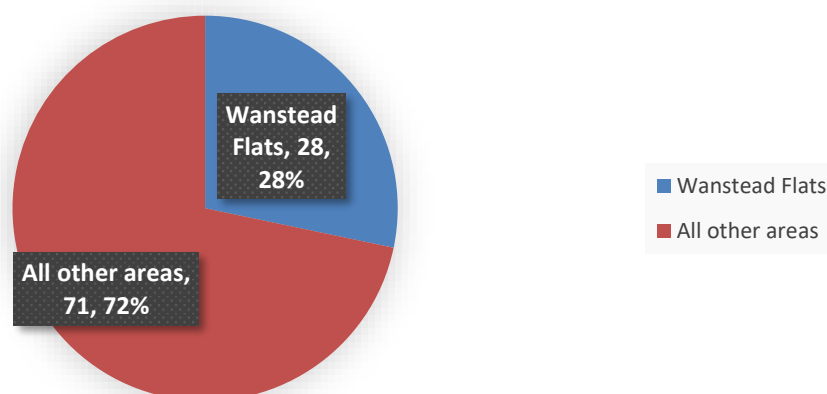


7. Roadside locations represented 56% of the tip locations over the period.



8. Household waste represented the largest category of items tipped over the period at 52 (53%), while 'Other waste' (concrete, polystyrene, wires etc.) represented 7 tips (8%).

Fly-tip in Wanstead Flats area: June-July 2022



9. There were 28 fly-tips in the Wanstead Flats area over the period which represents 28% of all tips. 14 of these tips were on Forest Land adjacent to Highway Land on Capel Road.

Magistrates Court Enforcement Activity

10. No prosecutions took place during the period under report. One conditional caution and one fixed penalty issued totalling £200.

Licences

11. A total of 48 licences for events were issued during the months being reported, which yielded an income of £46,370.90 plus VAT. 69 licences were issued during the same period in 2021 yielding an income of £55,275.80 plus VAT.

Unexplained Deaths

12. There have been no unexplained deaths reported over this period.

Rough Sleepers

13. There have been 7 rough sleeper encampments located during the reporting period. All rough sleepers continue to be managed in partnership with Local Authorities through the No Second Night Out (NSNO) protocols.

- 07/06/2022 Leyton Flats Vacated 09/07/2022
- 08/06/2022 Leyton Flats Vacated 15/07/2022
- 08/06/2022 Earls Path abandoned camp cleared by Keepers 06/07/2022
- 10/06/2022 Centre Rd Vacated 16/06/2022
- 30/06/2022 Wanstead Flats abandoned camp cleared by Keepers 06/07/2022
- 04/07/2022 Wanstead Flats still in situ
- 11/07/2022 Strawberry Pond abandoned camp cleared by Keepers 12/07/2022

14. In 2021, there were 45 reported cases of rough sleepers in comparison to 63 in 2020. Within this reporting period there have been 7 reports of rough sleepers in comparison to 2021 where there were 8 reported cases over the same period.

Unauthorised Occupations

15. There have been no reports of traveller incursions during this reporting period.

16. There have been no reported Unlicensed Music Events (UMEs) on Forest Land.

Dog Incidents

17. There has been no recorded dog-related incident during this reporting period:

Deer Vehicle Collisions

18. There were no reported deer vehicle collisions (DVC) during this reporting period.

Car Park Charging Scheme

19. Income from Phase I and II car parking charging schemes have continued to raise income for reinvestment in the Forest in line with projections.

2022	Hourly P&D Income** £	Permit Income £	Penalty Notices £
June	£ 36,046.71	£ 4,234.97	£ 2,295.72
July	£ 35,349.47	£ 2,550.77	£ 2,016.72

** Hourly P&D income includes income from the RingGo systems and car payment machines at High Beach (collected by Horizon).

Cumulative net income 2022, from the scheme currently stands at £183,523.87 as of 12 August 2022.

Wildfires

20. The Epping Forest Wildfire Plan agreed with Fire Brigades and Emergency Planning Officers was implemented from June following consistent High Fire Severity ratings. A total of 76 fires reported between 26 June and 16 August. and some significant burns have been quickly brought under control by the fire brigades. Additional signage and fire patrols by Forest Services staff have engaged the public on the additional risks posed by the drought conditions.

Heritage; Landscape and Nature Conservation

Biodiversity

21. During heathland monitoring as part of the obligations under the Countryside Stewardship agreement, the lichen species *Cladonia portentosa* was recorded on the area that was scraped in 2003 to restore heathland flora. This lichen species is rare on the Forest and this colony is the biggest one known on the Forest.

Climate Action Strategy

22. The first wildflowers have bloomed on Patmore's Field, the first site of the Carbon Removals project. Skylarks, goldfishes, dragonflies, bees, grasshoppers have all been recorded along with a variety of butterflies including Marble White which is scarce on the Forest and Buffer Lands.
23. There have been delays of the completion of a consultancy report on the feasibility of other opportunities across the Natural Environment sites, this will be completed in August for consideration by the Carbon Removals Project Board. The report on the proposals for Copped Hall were warmly received by the Epping Forest & Commons Committee, and external funding sources are being explored to support project delivery.

Agri-environment Schemes

24. Proposals for funding through the Countryside Stewardship Scheme were well received Epping Forest & Commons Committee and cover habitat works, new access infrastructure and historic feature conservation. Following Committee approval preparation by Epping Forest officers of information for the application has begun.
25. Part of the planned veteran tree surgery, funded through the existing Countryside Stewardship agreement has been delivered, but was halted early due to the ongoing drought which poses a threat to post-surgery survival of trees. The severity of the drought will require a reconsideration of planned veteran tree surgery from November to February, it may be considered that trees need time to recover.

Grazing

26. Great Gregories countryside stewardship grant agreement has been ratified by the Rural Payments Agency (RPA). This grant of £120,000 funds habitat works to the grasslands and hedges around the farm as well as capital items to improve water and air quality.
27. Contractors have been cutting silage and hay from various sites for winter feed. Yields are significantly down from previous years due to the absence of rainfall since March which has caused vegetation to set seed early before developing significant leaf biomass. With over two hundred bales carried over from last winter there will be enough winter feed to ensure the herd is fed through to spring next year.

Heritage

28. Historic England officers met Epping Forest officers to visit Rookery Wood at Copped Hall on site along with a land management contractor to examine practicalities of removing poplar trees off site. An outline plan was developed, and it was determined that extraction is possible. During the same visit a brief inspection of the ha-ha in relation to a possible bid to the Countryside Stewardship scheme towards repairs to this historic structure.

Forest Protection and planning matters

Town & Country Planning – Local Plans

Epping Forest District Council (EFDC) Local Plan:

29. New EFDC inspector has made suggestion that each development should be responsible for creating SANGS, this fragmented approach is likely to cause issue, as without an overarching approach NE and Conservators will have to object as in-combination effects on SAC will be more difficult to assess.

London Borough of Waltham Forest (LBWF) Local Plan:

30. LBWF have been in direct discussions with the Executive Director regarding the Inspectors initial responses to the Local Plan and have employed Footprint Ecology to resurvey recreational use. LBWF have indicated a wish to complete a new 'Duty to Cooperate'.

London Borough of Enfield (LBE) Local Plan:

31. Enfield lawyers are seeking wording changes in the Governance Agreement, which is creating a challenge for Natural England as other authorities have already signed up to the earlier wording through Committee or delegated authority.
32. LBR have delayed SAMMS payments (originally due to start August), due to the delay in signing to the Governance Agreement by Enfield.

Town & Country Planning – Development Control

33. No planning objections were made during this reporting

Land Registration, Access Audit & Wayleaves

34. No further Land Registrations were made during the period.

Visitor Services

35. The Temple offered weekend public opening on the second and fourth weekends of June and July. Visitor numbers across the four afternoons were around 30-50 people each session. Wanstead Park itself was very quiet on account of high temperatures. Visitors were grateful for the comparative cool of The Temple, its child-centred drop-in activities and gave feedback via social media that a lively retelling of the Wanstead story focussing on early 19th century satirical cartoons was appreciated.
36. Wanstead Park was the venue for ever popular open air theatre performances. Crowds were delighted by productions of *Pirates of Penzance*, *Twelfth Night*, *Peter Pan* and *A Midsummer Night's Dream*.
37. The View hosted exhibitions by local artists as part of the summer show, with 30 local artists exhibiting works. A solo show by Robert Ingram, ran into early June which also proved popular with visitors.
38. The View also continued to host an exhibition on the history and ongoing work that Forest officers do to maintain and preserve the Forest through cattle grazing.

To compliment this, officers also ran a number of *Cattle Walks*, taking members of the public to meet the cattle grazing in the Forest and educate them on how vital they are to the Forest's ecosystems.

Learning and Education Field Studies Council

Month	Visitor Numbers - primary and secondary schools - community groups and activities - adult learning
June 2022	2463
July 2022	1980

39. The Field Studies Council Centre in High Beach delivers a wide programme of courses. June and July 2022 learner numbers are back to pre-pandemic levels. The summer months are a mix of A-level Biology students and GCSE Geography students at the end of their first year of study. It is also a popular time for primary school trips taking advantage of the good weather.

Learning Team

40. It has been a busy period for learning at Epping Forest. Despite some cancellations due to the heatwave in July, over 1,500 school students participated in the learning programme in June and July. 1,055 students participated at Barn Hoppitt and Connaught Water, enjoying a variety of activities which developed their understanding of local history, habitats and biodiversity. 480 students participated at Wanstead Flats, taking part in activities designed to boost wellbeing, with teachers keen to boost mental health after the Covid pandemic.

41. In the June half term, a group of ten children from 'Ambition, Aspire, Achieve' (AAA) in Newham visited The View to take part in orienteering and eco-art sessions. The learning team have been working with AAA to facilitate sessions at West Ham Park for Newham children who are growing up in poverty within an urban environment. The team have built on this relationship to begin organising Epping Forest visits for the AAA groups. The children were amazed by Barn Hoppitt and Chingford Plain, with all of them visiting for the first time. The activities enabled them to explore the area, develop team working skills and be creative. The learning team are working with AAA to organise more facilitated visits during school holidays.

Chingford Golf Course

42. Total income generated from green fees and shop related sales amounted to £85,042.37 for June & July compared to £51,767.35 in 2021, an increase of £33,275.02. This is because a discount was given to those renewing season tickets in April 2021 due to time lost in the final lockdown, so payments were made in full in April 2021. No discounts have been given this year so most

season tickets holders choose to split their bill into 3 payments made in April, June & September, meaning in these 3 months there will be spikes compared to last year.

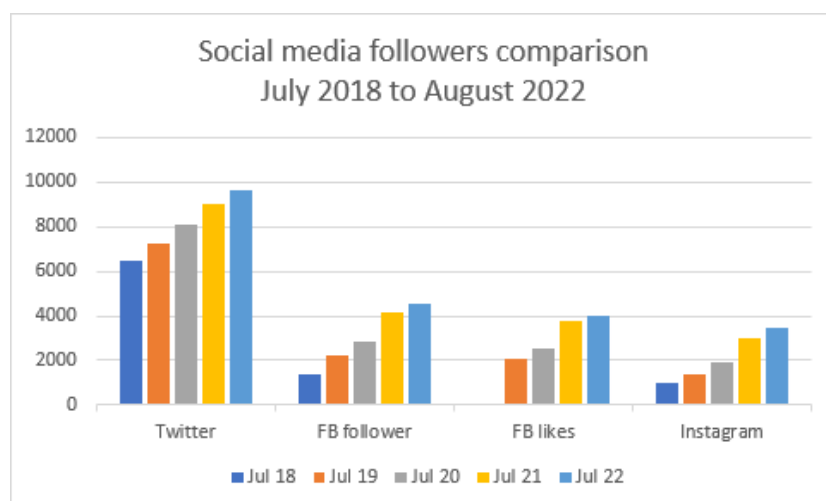
43. Online bookings for June & July amounted to £45,620.03 compared to £41,287.50 the previous year, an increase of £4,332.53. This increase has helped the golf course improve its position withing the county moving back into number one spot for online bookings on GolfNow within Essex - out of 53 courses.
44. Grounds staff have been carrying out regular cutting requirements to tees, fairways, rough, aprons and greens to keep the course set up for play. Greens were star slit and verti-cut 7 times over June and July to help improve speed of play and were sprayed with a wetting agent and feed 4 times.
45. Ground staff carried out fortnightly irrigation and soil moisture checks to ensure the irrigation system was being utilised in its best form. A total of 15 pop ups were upgraded to a new and improved design reducing leaks and ensuring a better delivery of water to greens and tees.
46. Tees were sprayed twice with fertiliser to help improve playing surfaces; this is the first time the course has introduced a fertiliser programme to these areas in the last 10 years. These areas were also spiked and dressed on a weekly basis to help repair damage from wear and tear usage.

Communications

47. As of 17 August 2022, Epping Forest social media following is:

- Twitter followers: 9,609 (an increase of 7% since July 2021)
- Facebook likes: 4,035 (an increase of 8% since July 2021)
- Facebook followers: 4,551 (an increase of 9% since July 2021)
- Instagram followers: 3,478 (an increase of 16% since July 2021)

48. The chart shows a comparison of our social media followers at approximately the same point since 2018:



49. Top posts on social media for July 2022:

- Twitter (5,985 impressions engagements) high risk of fire warning.
- Facebook: (3,225 reach) photographs of dog in daisies with message re. keeping dogs away from / drinking from ponds / rivers as not monitored.
- Instagram: (115 likes) an image of a hornbeams in the Forest at Chingford, with a message re. heatwave / fire risk and keeping dogs safe in the heat.

50. Fire risk messaging, as well as water safety and dog safety messaging was paramount throughout the month of July and into August due to the extreme drought / heatwave we experienced. Other general messaging was reduced to ensure this vital and key messaging around the fire risk was paramount from all channels of communication.

51. Forest Focus continues to be distributed digitally each month, with positive feedback received and the Epping Forest website continues to be reviewed and updated.

52. Signs now received for Higham's Park Lake, Goldings Hill, Staples Road and Giffords Wood.

53. We are grateful to the Communications Volunteer who has returned to the office to assist with event promotion by listing Epping Forest events on external websites.

Wanstead Flats

54. Staff were preparing pitches for the Inner-City World Cup which was held on Wanstead Flats in June for a second year running. The event went down well with over 1200 visitors attending over the 2-day event.

55. A total of 6 school sports day's events were held on the Flats with a total of over 1000 children attending.

56. Staff have been carrying out increased daily litter picking duties and pitch repairs from the increased social use of the flats over the warmer months. More cover up work to the building at Capel Road was carried out due to more graffiti damage. End of season deep cleaning was carried out to both pavilions.

57. Parkrun attracted 1654 runners in June and July with an average of 9 volunteers helping each week.

Horse Riding

58. Total income from horse riding licences for June and July amounted to £847 compared to £677 the previous year.

Visitor Numbers

59. Visitor numbers for the period are shown in the Table below:

Visitor Numbers	QEHL 2022	QEHL 2021	EFVC View 2022	EFVC View 2021	Temple 2022 *	Temple 2021	High Beach 2022	High Beach 2021
June	732	0	2272	1331	271	0	776	156
July	711	0	2173	1456	156	0	957	182

*Temple figures do not include attendance at outdoor theatre events.

Projects

Wanstead Park Ponds

60. Pond water levels – Ornamental Water began drying out in areas towards the end of June. The borehole which filled the Heronry was diverted in early July into Perch with the hope that this would then fill parts of Ornamental Water, which it has but not fully. The canal is currently empty. There was some loss of wildlife including fish and European eels as we were unable to safely reach the eels due to the depth of silt levels in the lake. The borehole was switched back to fill the Heronry in early August.

61. Wanstead Park Ponds Project. Quotes were sought for a water balance assessment to model water needed to keep the lakes full avoiding anything longer than an 18-month dry spell. A longer dry spell could cause the Ornamental Water dams clay to dry and potentially crack.

62. Wanstead Park Sustainable Urban Drainage (SuDs) constructed wetlands feasibility commission was sent out to quote. This is funded by a £40,000 grant from the Mayor of London through the Green Resilient Spaces Funding programme. Three quotes were received. The commission has been awarded to McCloy Consulting. They are leaders in SuDs development and have carried out several schemes across London.

Birch Hall Park Pond

63. Engagement with the neighbouring residents that live on the private road (being used for access into the site) has taken place and any concerns raised addressed. Permission for safety works to the protected trees on the road to allow for construction vehicle access from Epping Forest DC was sought and granted. The works were carried out by Epping Forest arborists and completed at the end of July.

64. A FAQ page has been created about the project on Epping Forest website, and article produced in the August edition of Forest Focus.

65. Briefings and a site tour have been provided for the local parish councillors and some ward councillors to explain the project and the rationale for the works. Information posters have been put up in notice boards around Theydon Bois and on the deer sanctuary entrance.
66. Letter drops have been completed to neighbouring residents along Coppice Row and Loughton Lane giving information about the works and ditch clearance along the lane.
67. A road survey has been completed with the contractor and the project engineer to record the condition prior to any construction works starting.
68. This was all completed ready for the start of the works on 1 August 2022. The works are scheduled to be completed by end of September.

Major Incident

69. There were no major incidents during the period of reporting, though the High Fire Severity element of the Epping Forest Wildfire Plan was active across much of the reporting period

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Committee(s) Epping Forest and Commons Epping Forest Consultative Group	Dated 12/09/2022 19/10/2022
Subject: Epping Forest Annual Review 2021-22 (SEF 28/22)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4,11,12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director, Environment	For Information
Report author: Jacqueline Eggleston, Epping Forest	

Summary

This report presents a review of the year 2021-22 for Epping Forest and records progress against its business plan objectives.

Recommendation(s)

Members are asked to:

- Note the annual review for the year April 2021 to March 2022.

Main Report

Background

1. Epping Forest is held and managed by the City of London Corporation acting as the Conservators of Epping Forest under the Epping Forest Act 1878 which requires that it be maintained as an open space for recreation and enjoyment by the public. It is managed by the Epping Forest department together with adjoining Buffer Land. It is funded by the City of London.
2. Epping Forest is also a charitable trust (charity number 232990). The purpose of the charity is the preservation of Epping Forest in perpetuity as an open space for the recreation and enjoyment of the public.
3. The City of London budgets around £4.2million from City's Cash, to support the management of Epping Forest.

Current Position

4. Whilst the Epping Forest charity both submits its Annual Report and makes an Annual return to the Charity Commission a fuller review of progress in respect of both Epping Forest and the Buffer lands against the objectives of the business plan may be helpful to your committee in assessing performance of the department and agreeing future objectives. This report presents that wider review.
5. In 2020 a ten-year management strategy for Epping Forest was finalised and published. Appended to the management strategy was a three-year business plan for the period 2020-23.
6. The annual review contained in Appendix A reports on progress made in the second year of this business plan; 2021-22.

Proposals

7. A review of the Epping Forest department's achievements is presented to your committee annually in September. The review presents progress made in the previous full financial year, against the relevant objectives in the three-year business plan.

Strategic Implications

8. This annual review includes narrative on a wide range of strategic objectives, many of which align with the City's Corporate Plan including:

Contribute to a flourishing society

- People are safe and feel safe.
- People enjoy good health and wellbeing.

Shape outstanding environments

- We have clean air, land and water and a thriving and sustainable natural environment.
- Our spaces are secure, resilient and well-maintained

Financial Implications

9. Actions recorded in the annual review have either been met through the local risk budget or from external grants.

Resource Implications

10. Actions recorded in the annual review have been met using existing staffing resources.

Legal Implications

11. In addition to the requirement to complete and file an annual report to the Charity Commission, charity trustees are required to prepare a trustees annual report and make it available on request. This has been carried out, and the Annual review which is the subject of this report is a wider document than that filed as the charity's annual report to the Charity Commission.

Equalities Implications

12. Actions taken recorded in the annual review have been individually screened as to the equality impact of the action. It is considered that there are no negative impacts on the protected equality groups.

Charity Implications

13. Epping Forest is a registered charity (number 232990). Charity Law obliges Members, when acting as trustees of the charity, to ensure that the decisions they take in relation to the Charity must be taken in the best interests of the Charity.

Climate Implications

14. Actions taken to improve impacts on the climate are contained within the attached report

Conclusion

15. This annual review presents a summary of the key achievements of the Epping Forest department and progress made against the business plan objectives during the year 2021-22.

Appendices

Appendix A - Epping Forest Annual Review 2021-22

Background Papers

- Epping Forest Management Strategy 2020-2030

Report author

Jacqueline Eggleston

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Epping
Forest

Registered Charity

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Epping Forest Annual Review 2021–2022



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Cover: Photo by Chris Shepherd
Left: Photo by Mark Powter

Chairman’s statement

I was pleased to be elected as Chairman of the Epping Forest and Commons Committee in May 2022 and it gives me great pleasure to present this review of performance for Epping Forest from April 2021 to March 2022 during which period I was the Deputy Chairman.

The year was marked by a gradual easing of restrictions due to the pandemic and a return to normal life. Despite this return to normal, the legacy of the pandemic continued to have an impact on the Forest throughout the rest of the year. Routine maintenance and inspections had been delayed while staff reprioritised workloads to manage the increased visitor numbers and therefore there was a huge backlog of work to tackle. Another legacy of the pandemic was the damage to Forest paths due to the level of visitors, especially in wet weather. This will be ongoing work to tackle path improvements over the coming years.

The City of London provided funding to create a new wildflower meadow in a field that was previously used for arable farming. This meadow will contribute to the City’s Carbon Action Strategy through carbon removals. As the plants grow they capture carbon and because the field will now remain undisturbed the carbon is locked in. A valuable additional benefit is the increase in biodiversity this flower-rich meadow will create. The Forest itself, of course, already plays its part in carbon removal but we hope in future to revert more of the arable areas of our Buffer Land to permanent planting that will further help with carbon removal.

The City of London also began a fundamental staffing review which meant a pause was placed on recruitment. At the same time a number of long-standing members of staff left the organisation leaving significant gaps in some areas of work. However, we continue to be grateful to receive the support of our tireless volunteers who do so much to help us care for and protect the Forest.

Despite the challenges of the pandemic legacy and staff shortages, I have been encouraged to see so much work progressing in the background to mobilise new projects and ways of working and I am looking forward to seeing some of these come to fruition over the next year in my first full year as Chairman.



Benjamin Murphy
Chairman of Epping Forest and Commons Committee

Charitable purpose

The purpose of the charity is the preservation of Epping Forest in perpetuity by the City of London Corporation as Conservators of Epping Forest, as an open space for the recreation and enjoyment of the public.

Our vision

Epping Forest is 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.



Who we are

Epping Forest is managed as a charitable trust (charity number 232990), which is managed and funded by the City of London Corporations acting as the Conservators of Epping Forest under the Epping Forest Acts 1878 and 1880. Each year the City of London provides £4.2 million from its private investments, at no cost to local taxpayers, to support the management of 6,189 acres of Epping Forest and 1,820 acres

of Buffer Land which forms London’s largest open space. The Epping Forest and Commons Committee is made up of twelve Members of the City of London Court of Common Council, and four Verderers, the latter elected locally by Epping Forest Commoners every seven years. Together they decide policy and strategy for the Forest, and act as the trustees for the charity.



Our history

Epping Forest was placed in jeopardy by the sale of Royal Forest Rights from 1820 onwards. Given the importance of the Forest to Londoners, the City Corporation supported and funded local opposition to the continuing loss of Epping Forest land to encroachment from residential and commercial development. In 1874, the City Corporation funded and won a landmark court case which prevented the further enclosure of the Forest, and then proceeded to purchase 5,350 acres of the privately-owned Forest for public benefit at a modern-day equivalent cost of £30.4 million.

The City Corporation sought legislation confirming them as the Conservators of Epping Forest in order to manage and regulate London's largest public open space for a range of public benefits including recreational access alongside nature, heritage and landscape conservation.

Epping Forest is now held in perpetuity by the Epping Forest charity to provide a wide range of public benefits from public recreation to nature conservation, with those benefiting from these services termed



Above: Taken from 'Gossiping Rambles in Surburban Essex, Epping Forest and Beyond' by C. W. B Burdett 1911

as the charity's beneficiaries. Many people have mistakenly interpreted Queen Victoria's public dedication celebrating the opening of the Forest as a Royal gift to the people, rather than the relinquishment of Royal Hunting Rights and Royal recognition of the City Corporation's purchase and commitment to the Forest. The Forest is therefore not publicly owned and administered but is held for public benefit reflecting both its founding and subsequent national legislation, while being jointly managed by City Corporation Aldermen, Common Councilmen and locally elected Verderers.

Our strategic aims

We aim to **conserve, enhance and protect** the Forest's special natural environment and its heritage.

We aim to **welcome, encourage and inspire** our visitors.

We aim to **support, collaborate and innovate**, sustainably managing the Forest for future generations.



Our key priorities



- 1. A welcoming destination for all
- 2. A beautiful forest, sustaining an internationally and nationally important mosaic of wildlife habitats
- 3. An inspiring space benefiting peoples' health and providing opportunities for recreation and enjoyment
- 4. A range of special heritage landscapes which are protected and celebrated
- 5. A resilient environment, where challenges are embraced and opportunities explored



Xxxxxx

Performance review of 2021–2022

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Summary

The past year, April 2021 to March 2022, started with the country still operating under significant restrictions due to the ongoing pandemic. After restrictions were finally eased, we were able to welcome back larger participation events such as ParkRun, but visitors remained reticent about using indoor venues such as the visitor centres. Nevertheless after the initial attraction of being able to return to normal activities that had been closed, the open spaces attracted back the usual high levels of visitors by high summer.

Much of the year has been taken up with getting back to normal and addressing the backlog of works that had accumulated during the previous year of restrictions. Most notably this affected the works of our Operations Team. Due to being tasked with crowd management duties in 2020, this team had a huge backlog of routine inspection and maintenance works to catch up with – all vital to ensure the safety of visitors.

Our long-term plan of introducing charging in our Forest car parks went live in May. This was a huge operation involving all teams, from designing signs and installing them, to keepers and volunteers staffing car parks for the first few weeks to assist visitors with the process and to explain why charging had become a necessity.

By the year end the financial summary shows that earned income and external grants now make up 48% of income compared to the previous year’s proportion of around 28%.



The charges were rolled out in three phases across all the car parks in the Forest and by the end of the year most car parks were charging or had other arrangements in place. This has created a step change in the way Epping Forest is funded and by the year end the financial summary shows that earned income and external grants now make up 48% of income compared to the previous year’s proportion of around 28%. This was also due to other windfalls from wayleaves but the car park charges look set to continue to provide a sizeable contribution towards the management of the Forest and maintenance of the car parks.

One legacy of the pandemic appears to be the almost doubling of flytipping in the Forest. The cause of this is unknown but additional difficulties attending local waste sites, not least due to the length of queuing times, may have tempted homeowners to use disreputable companies and businesses to take short cuts. The cost of disposing of waste from the Forest including fly tips has increased to £66,326 (an additional £5,017).

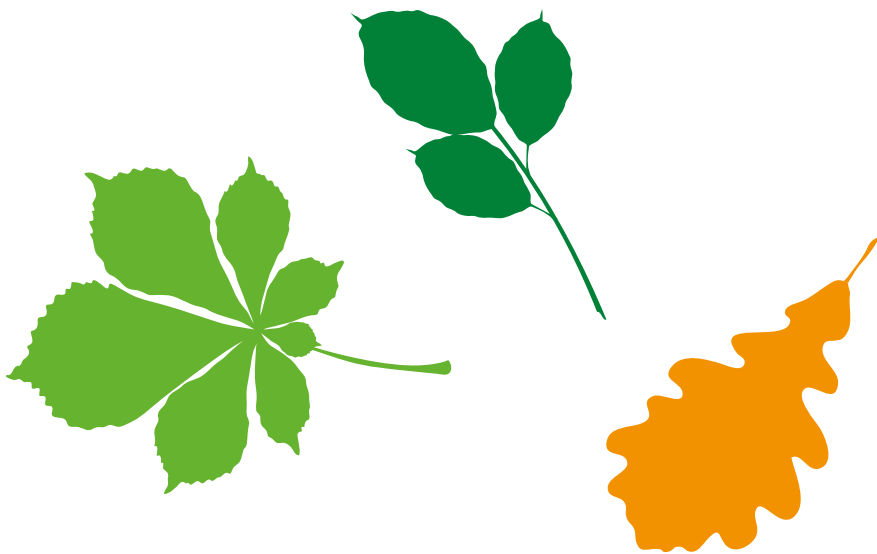
On a happier note, it was a year of progress in Wanstead Park, where a series of small grants was obtained by working in partnership with other organisations to work towards some of the objectives in the Parkland Plan. The grotto landing stage had its stonework

preserved and during the works a stone torso was found. When the torso was added to the collection at The Temple it was found to match the head of Andromeda that had already been saved some years earlier.

Moving now into next year, we are looking forward to completion of some of the projects and workstreams that were quietly and steadily making progress in the background throughout 2021/22, some exciting ‘firsts’ for the Forest and the completion of the staffing restructure ensuring we continue to maintain our high standards.

Achievements towards strategic priorities

- 1. A welcoming destination for all
- 2. A beautiful forest, sustaining an internationally and nationally important mosaic of wildlife habitats
- 3. An inspiring space benefiting peoples’ health and providing opportunities for recreation and enjoyment
- 4. A range of special heritage landscapes which are protected and celebrated
- 5. A resilient environment, where challenges are embraced and opportunities explored



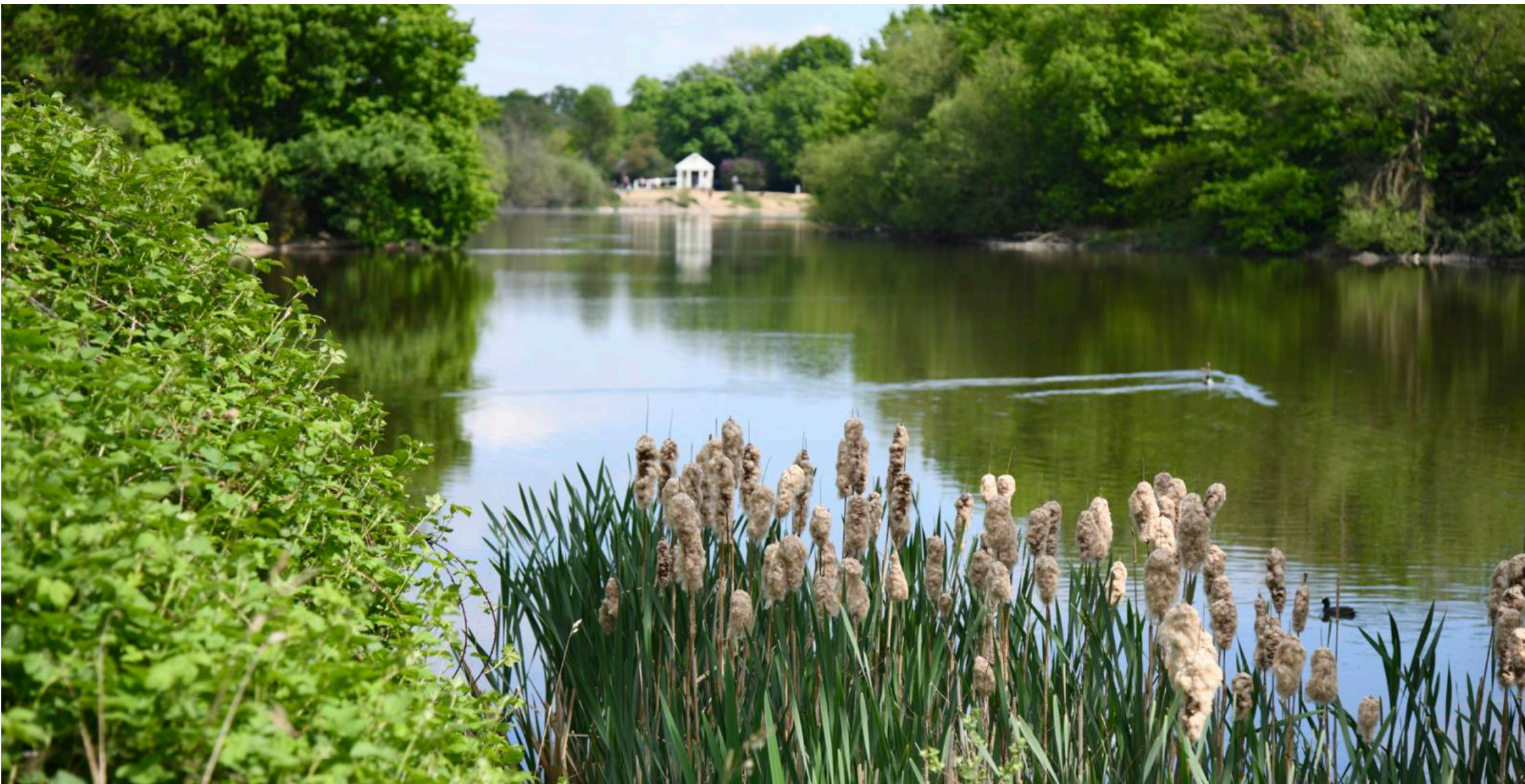
For further information about these priorities please refer to the **Epping Forest Management Strategy**

Strategic priorities	Achievements
1,5	A car park charging scheme was introduced in three phases across all car parks in the Forest.
1,3	Paths Strategy: <ul style="list-style-type: none">• A review of the condition of the path network following exceptionally high use over the COVID 19 pandemic period was completed.• A detailed work programme to improve 59 paths with total length of 27,680 metres, or 14% of the total path network, has been prepared and funding is currently being confirmed to progress works.
1,3,4	Following consultation with key stakeholders and a review of past management, an Integrated Site Plan (ISP) was completed for the Chingford area. This identifies management issues impacting the different areas and outlines a ten-year management strategy.
1,2,5	£100,000 Suitable Alternative Natural Green Space agreement progressed with the London Borough of Redbridge for mitigation works at Wanstead Park.
2,4	Copped Hall Parkland Management Plan was completed and approved.

Strategic priorities	Achievements
1,3	Cycling in Wanstead Park consultation was completed and an extension to permissive cycling was approved.
2,4,5	City of London Corporation Carbon Action Strategy was supported by planting of former arable farmland at Netherhouse as a wildflower meadow.
4,5	Statement of common ground agreed with the London Borough of Waltham Forest for the Local Plan.
5	New staff welfare facilities built at Chingford Golf Course.
2	Grazing action plan agreed
1	Visitor management in Chalet Wood created for visits to bluebells, with log-lined paths and signs.
2	Grazing days on the Forest have doubled on the previous year back in line with pre-Covid-19 levels. Area grazed has increased by 177 hectares thanks to GPS collars which have now completely replaced the previous buried wire system. The collars allowed us to graze a number of previously un-grazed areas and expand on existing sites. This was also the first year of winter grazing with GPS collars with eight cows over a 200 hectare area from Chingford Plain to Almshouse Plain.
1,4	Epping Forest named as one of 70 ancient woodlands dedicated to the Queen's Green Canopy.
2	Arborists worked in partnership with Thames 21 to fell around 10 trees to create water flow diversity in the River Roding at Wanstead Park to improve habitats.
2,5	A grant of £40,000 was awarded from the Mayor of London Green Resilient Spaces Fund for a sustainable urban drainage wetlands study for Wanstead Park.
1,3,5	A grant of £9,000 from Transport for London paid for the installation of 73 cycle stands.
1,5	The City Bridge Trust awarded a grant of £4,100 for finger posts at Wanstead Park.
1,3	Three new entrance signs were installed at Wanstead Park and one new orientation sign was installed at Hollow Pond.

Projects

Strategic priorities	Achievements
1,3,4,5	<p>Wanstead Park, the Grotto</p> <ul style="list-style-type: none">• New storage facilities were constructed to better protect stonework retrieved from the Grotto and to allow for enhanced curation. A secure store was also established for higher value stonework identified.• Additional fallen stonework from the Grotto was retrieved from the Ornamental Water, including the upper torso of an Andromeda statue that is now exhibited at The Temple.• Stonemasons from London Stone Conservation commenced works on phase one of the landing stage restoration on the lake side of The Grotto at Wanstead Park. These works were funded by a grant of £10,000 from the Heritage of London Trust.
4,5	<p>Ponds Projects:</p> <ul style="list-style-type: none">• Wanstead Park - Ornamental Water and River Roding interaction study completed.• Birch Hall Pond - third tender exercise carried out.



Carbon removals project

A 42 acre wildflower meadow was sown on Epping Forest’s Buffer Land at Netherhouse Farm in High Beach as part of a new City of London scheme to fight climate change.

This initiative is part of a new Carbon Removals Project which aims to remove carbon by creating new wildlife habitats across the City of London’s open spaces.

Plants remove carbon dioxide (CO2)

from the air through photosynthesis. In converting the CO2 into plant matter they release oxygen into the air and lock CO2 into the soil through their roots.

The Carbon Removals Project is part of the City of London Corporation’s wider Climate Action Strategy which commits to achieve net zero carbon emissions for its own operations by 2027 and to support the achievement of net zero for the whole Square Mile by 2040.

The meadow has been planted on land which was previously arable. The carbon will become locked into the soil beneath this new, permanent green space. The meadow will help to improve biodiversity in the area, with new habitats created and the proximity of this meadow to other flower-rich grasslands in Epping Forest will provide ‘corridors’ for pollinators to use.

A year in numbers

30.5



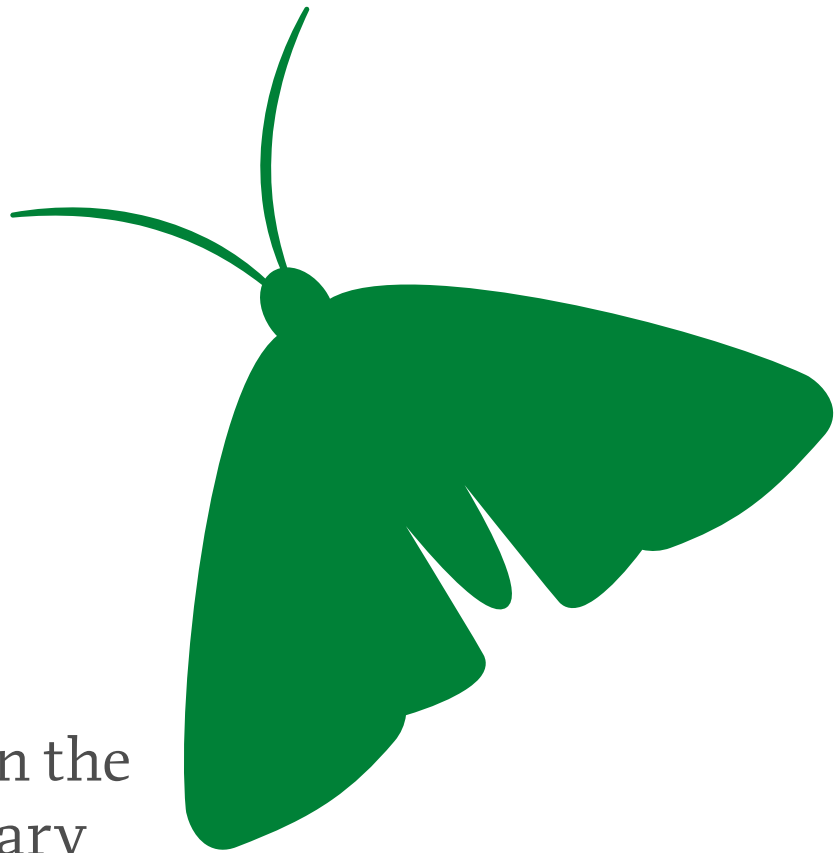
kilometres of of path verges were cut across the Forest in high access areas



73

cycle racks installed

11



honeypot sites surveyed in the Forest for Oak Processionary Moth (OPM) and 130 trees identified and treated as required to control OPM



18

new finger posts were installed at Wanstead Park in partnership with The Friends of Wanstead Parklands

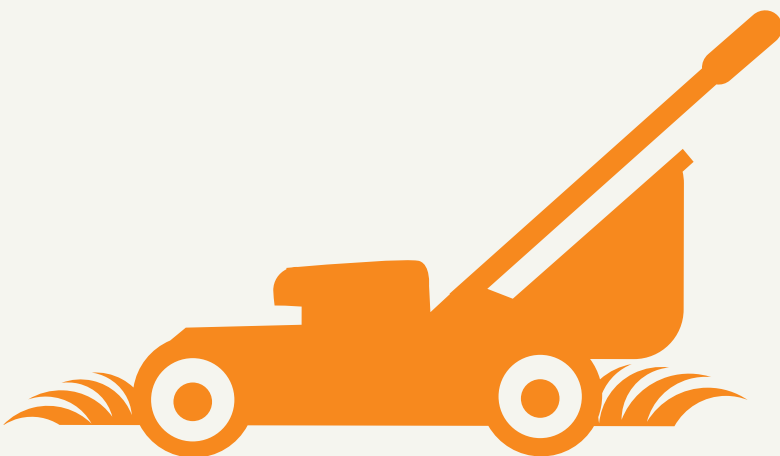


368

tree safety operations completed

215

hectares of. of amenity and conservation grassland cut



88

kilometres of of road verge cut as part of annual highway verge management



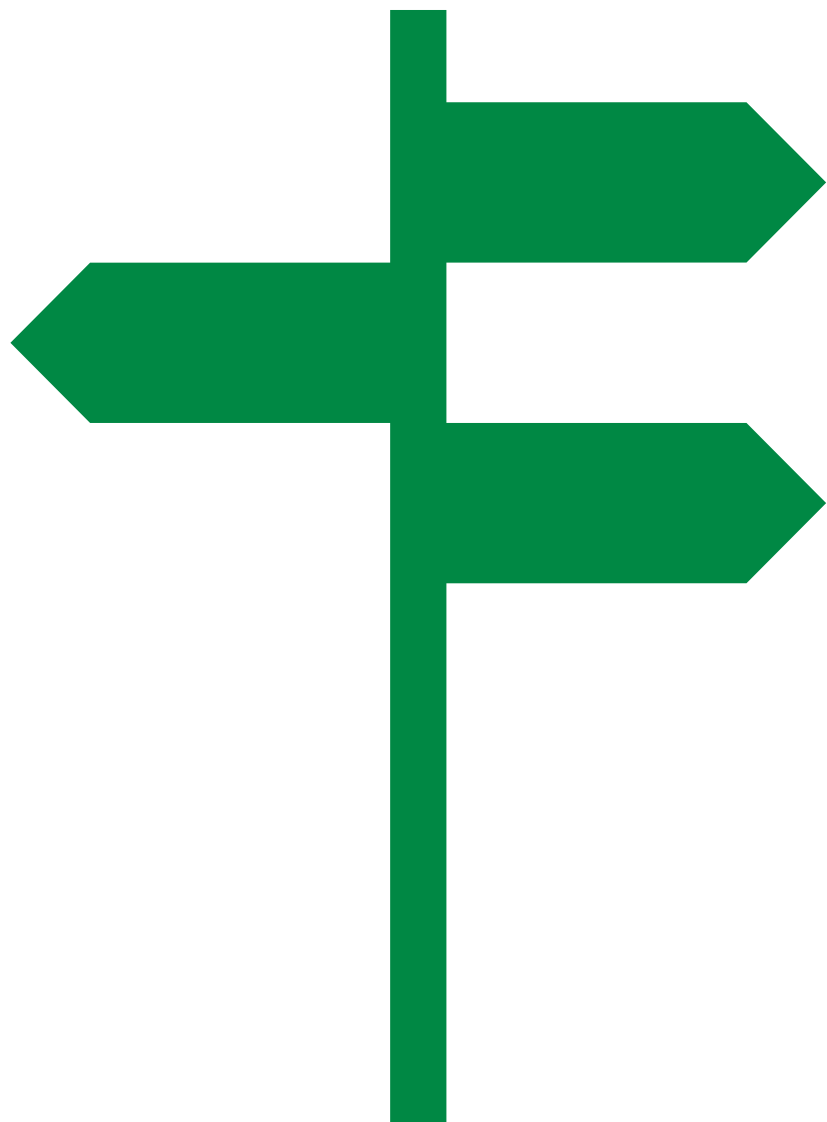
A year in numbers

6

new species of
fungi discovered



1,411



new signs
produced

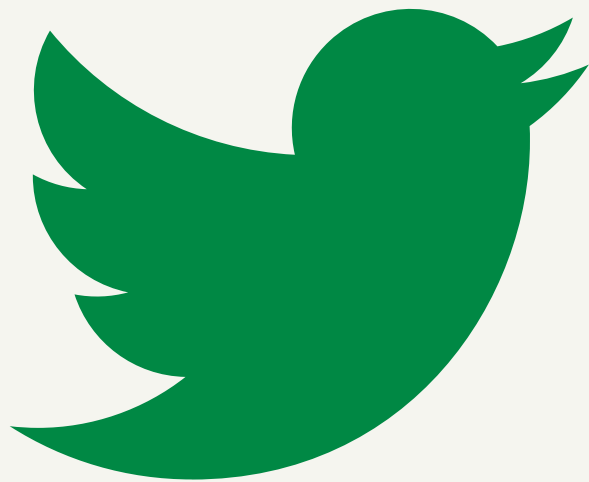
£73,000

of grants awarded for
Wanstead Park



4,462

Facebook
followers



232

hornbeam pollards
re-pollarded



12

newsletters
published



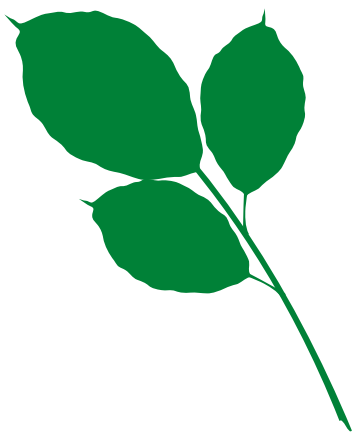
9,401

Twitter
followers

Key Performance Indicators

For further information about these priorities please refer to the **Epping Forest Management Strategy**

Business area	Measure	Strategic priorities and outcomes	Performance
Financial performance	External income generation as a percentage of total income	5a) A sustainable and responsive business model. 5b) Increased and diversified annual income sources and an increase in sponsorship opportunities and partnerships.	In 2021–22 external income was 49.2% compared with 28.5% in the previous year. This is due to a number of factors but the most significant is introduction of car parking charges.
Customer service	Calls to 24/7 phonenumber and external e-mail responses	5a) A sustainable and responsive business model.	<ul style="list-style-type: none">Figure estimated at 1,000 external telephone calls per month. Introduction of CRM (Customer Relationship Management) system in 2022 will improve this data collection
Quality assurance	Quality of visitor experience – achievement of VAQAS (Visitor Attraction Quality Assurance Scheme) and Green Flag	1a) A high-quality visitor destination that is safe, clean and accessible. 3d) Epping Forest recognised as a consistently high-quality tourist and visitor attraction.	<ul style="list-style-type: none">VAQAS retainedGreen Flag Award and Green Heritage Site Award achieved



Queen’s Green Canopy

During Commonwealth Week in March 2022 we were delighted to plant the first Queen's Green Canopy tree, a field maple, in Gifford Wood, to celebrate Her Majesty's Platinum Jubilee. There are exciting plans for further plantings in the ancient woodland to mark this special year, which we will be able to update on in the next Annual Review.

Epping Forest has a strong association with the Commonwealth. It was dedicated as a Queen's Commonwealth Canopy, a Commonwealth-wide association of protected woodlands. This was marked by a visit from Prince Harry in 2017 during which Prince Harry planted an oak tree close to one planted by Queen Victoria at Queens Green, High Beach.

Key Performance Indicators continued

Business area	Measure	Strategic priorities and outcomes	Performance
Customer engagement	Web traffic and social media followers	1a) An increased volunteer network with an actively and positively engaged wider community. 3a) Visitors are well informed and directed to more sustainable locations in the Forest.	Facebook followers as at end of March 2022: 4,462 Twitter followers as at end of March 2022: 9,401 Instagram followers as at end of March 2022: 3,323 Impressions for tweets April 2021 – March 2022: 970,800 Increase in Twitter follows April 2021 – March 2022: 627 Tweets sent April 2021 – March 2022: 560 Likes on Instagram April 2021 – March 2022: 17,211 Facebook reach April 2021 – March 2022: 94,701 Website page views April 2021 – March 2022: 130,388
Conservation performance	Percentage SSSI/SAC in Favourable Condition and Unfavourable Condition recovering scores.	2a) Favourable conservation of SAC and favourable condition of SSSI secured.	Favourable Condition 26% Unfavourable recovering 53% Unfavourable no change 18% Unfavourable declining 3% No Favourable Condition surveys conducted by Natural England (NE) in 2020/21.
	Active management of our ancient trees as part of the Stewardship Schemes at Epping Forest		Work took place on 320 trees.
	Extent and distribution of rare species data	2e) Increased understanding and awareness of Forest's biodiversity importance.	No new surveys undertaken.

Epping Forest is a special place...

The unique and special nature of Epping Forest means that much of it is protected as a Site of Special Scientific Interest (SSSI) or a Special Area of Conservation (SAC). These designations are in place because of the many rare and important habitats and wildlife to be found in the ancient woodland.

There are 1,600 fungi species of fungi recorded in Epping Forest. The role fungi play in the health and ecology of the Forest is complex and is key to why Epping Forest is designated as a SSSI.

Fungi play an important role in creating the micro and deadwood habitats which support the rarest species to be found in the woodland, and it is these micro and deadwood habitats that form a large part of the SSSI designated areas within Epping Forest.

Epping Forest is home to all three species of tooth fungi which can be found in the UK, all of which are classed as rare or scarce. In addition, oak polypore fungi is a UK rarity and a legally protected species and this can be found on a small number of oak pollards throughout the woodland.

One of the tooth fungi, *Hericium coralloides* or coral tooth fungi, a saprotrophic fungus which grows on dead hardwood trees, was evident in Epping Forest in autumn of 2021. It is wonderful to find such an interesting fungi species thriving in Epping Forest.



Key Performance Indicators continued

Business area	Measure	Strategic priorities and outcomes	Performance
Grazing	Days per calendar year and hectarage grazed	2b) Dynamic wood-pasture and scrub with greater structural diversity and edge habitats restored. d) Establish extensive grazing rotation across central and northern Forest and Buffer Lands.	Grazing days for 2021 calendar year: <ul style="list-style-type: none">• Forest Land: 6,721 days across 488 hectares• Buffer Land: 26,996 days across 195 hectares
Forest protection	Number of planning applications screened and responded to	4a) Epping Forest recognised for its significant conservation and heritage landscape.	9,006 planning applications were received and screened 25 responses with objections were made. Two applications received permission Two applications are on hold pending review Significant: Next PLC Distribution Centre (EFDC) Wellington Hill (six houses) (EFDC) Epping Forest College Site (400+ homes) (EFDC) Fulbourne Road (565 units) (LBWF)
	Percentage of litter and waste recycled and number of fly tips	1e) Minimise environmental damage through effective litter and waste management.	Annual figure from financial records. 85% waste 15% recycle 745 fly tips
Health and Safety performance	Number and severity of reported accidents	1a) A high quality visitor destination that is safe, clean and accessible. 5a) A sustainable, responsive business model. Letters?	10 accidents and two RIDDOR reportable accidents.

Skylarks on Wanstead Flats

The nesting skylarks that can be found on Wanstead Flats and Wanstead Heath are surrounded by a very urban setting and are the nearest breeding population to central London. To help protect the skylarks temporary fencing was erected around two of the key grassland areas where the skylarks breed. This was to minimise human and canine disturbance to the nesting site.

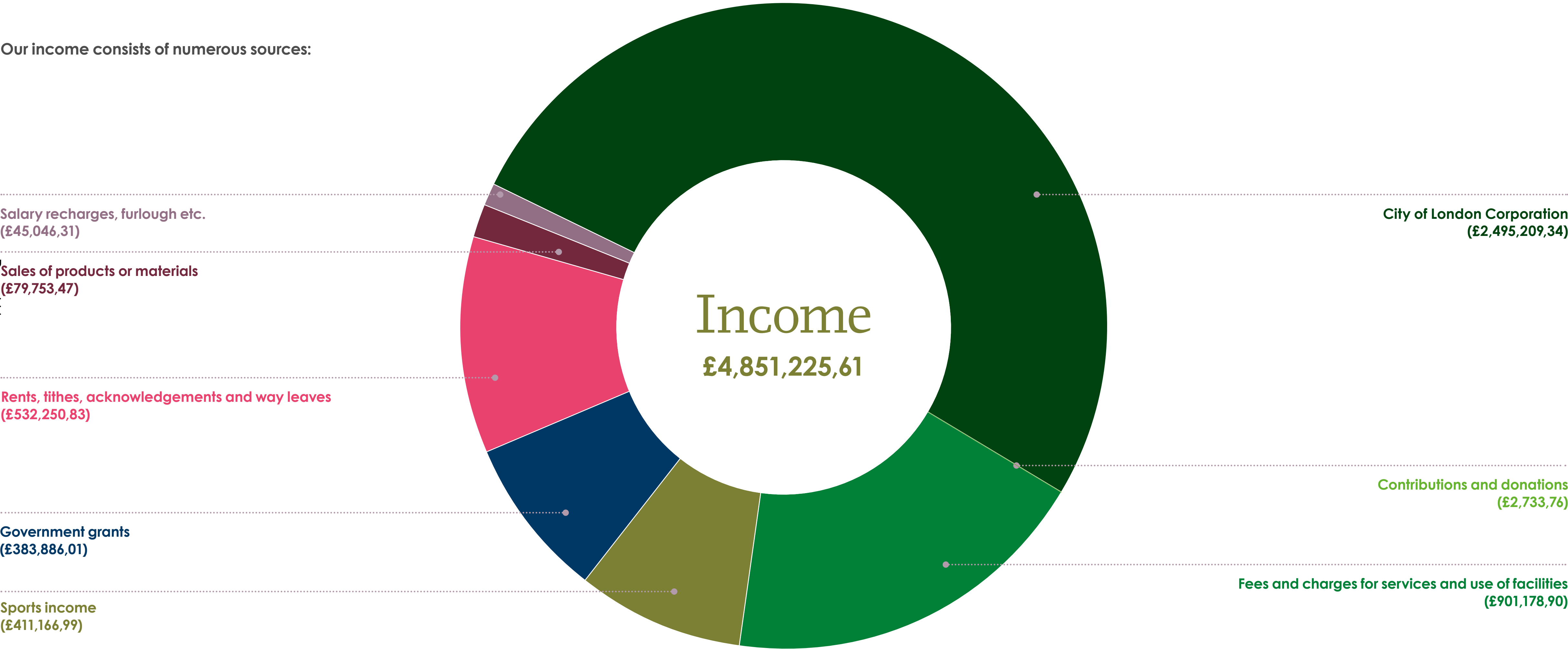
The hope was that the breeding productivity would increase and the population of these fascinating birds would build, preventing a further decline in the number of birds which had reduced from 11 singing males to just three or four in the space of a decade.

Reviewing the success of this project a year on, early indications are pleasing and the birds have been feeding happily, song-fighting and pair-bonding in the protected space. In addition, we have been delighted with the overwhelmingly positive response from visitors to this. It is too early to tell how successful the project is in terms of increasing the skylark population in this area of east London, but we are monitoring this closely.

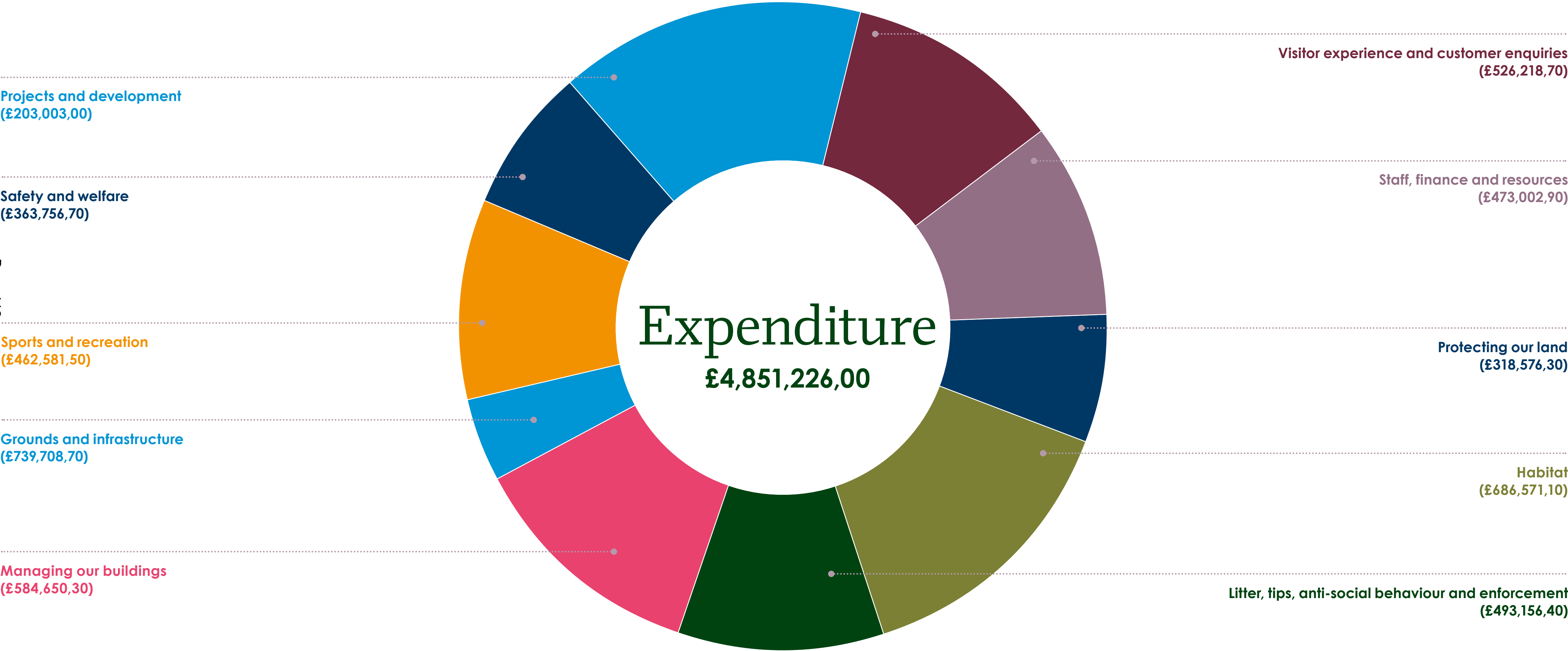


Financial statement

Our income consists of numerous sources:



Financial Statement continued





Key goals for 2022-2023

Key goals for 2021/2022

For further information about these priorities please refer to the **Epping Forest Management Strategy**



Strategic priorities	Strategic output	Completion date
1,2,4,5	Adopt the Sustainable Visitor Strategy, after consultation	March 2023
2,4,5	Adopt a Land Retention Policy and Acquisition Strategy	March 2023
1,2,4,5	All boroughs signed up to SAMM (Strategic Access Management and Mitigation) Strategy	October 2022
3,4	Village Greens Plans	March 2023
2,4,5	Countryside Stewardship application for remaining Forest Buffer Lands and Wanstead Park prepared	March 2023
1,2,3,4,5	Wanstead Park Heritage Lottery expression of interest submitted	December 2022
4	Baldwins Pond dam works commenced	March 2023
4	Birch Hall Pond dam works completed	March 2023
2,4	River Roding pumping works	December 2022
5	Rangers Road holiday let refurbishment completed	March 2023

Key goals for 2021/2022

Strategic priorities	Strategic output	Completion date
3,5	Wanstead Flats football facility improvement to Gateway 3	December 2022
3,5	Capel Road lease commenced	December 2022
1,3,5	Loughton Golf Course tender and lease completed	March 2023
1,4	Forest Transport Strategy draft for consultation	March 2023
5	Staffing review completion	March 2023
1,3,5	Goldings Hill Trail and entrance project	September 2022
1,3,5	Sustainable trails from Loughton and Epping stations completed	September 2022
1,3	Wanstead Park Play area completed and opened	October 2022
1,4,5	Jubilee Tree planting and events	December 2022
1, 3, 4, 5	Grotto landing stage repairs phase II completed	March 2023
4	Tudor square pond (Rookery Wood) submitted for scheduling by Historic England	March 2023
3,5	First major event	September 2022

Epping Forest Annual Review

Photographers: Clare Eastwood, Mark Powter,
Chris Shepherd and Yvette Woodhouse

Committee(s)	Dated: 12 September 2022
Committee name – Epping Forest & Commons Committee	
Subject: Assistant Director's update for The Commons.	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? Contribute to a flourishing society Shape outstanding environments	1,2,3,4 10,11,12
Does this proposal require extra revenue and/or capital spending?	NO
If so, how much?	£ N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	Y/N N/A
Report of Juliemma McLoughlin, Executive Director Environment	For Information
Report author: Andy Barnard, Assistant Director, The Commons, Environment Department	

Summary

This report provides a general update on issues across the nine sites within 'The Commons' division that may be of interest to members and is supplementary to the monthly email updates.

Recommendations

Members are asked to note the contents of this report.

Main Report

Burnham Beeches and Stoke Common

1. The volunteers have been kept as busy as ever at both Burnham Beeches and Stoke Common carrying out a range of tasks in support of the summer work programmes. These have included path repair works, and fence repairs, summer bracken 'bashing' to stop it from getting too dense and competing with the veteran trees, mulching around trees and moving the electric fences for the cows on the Main Common.

2. Volunteers also helped to replace a 150m long old wooden boardwalk that was starting to fall apart. Work was split into two halves with the first section of 74 metres fully replaced between the 11th on the 19th of July. The second half of the works took place in the first week of August and was completed in just five days. This was a fantastic effort by the team and the volunteers. The location of the boardwalk is in a very sensitive area meaning all the work must be undertaken by hand, firstly by dismantling and removing all the old wood, sorting and de-nailing it for recycling and then setting out all the new bearers and installing the new top boards, grip strips and toe boards. The new boardwalk is receiving very positive feedback from visitors and will continue to provide an important route for visitors across fragile areas of the Beeches that would otherwise be damaged by the heavy footfall. Volunteers contributed over 200 hours of volunteer effort on top of the 150 hours from the ranger team to help us complete this work.
3. Volunteers have also been helping us by regularly updating displays at the information point throughout the summer, and undertaking bat transects as part of the national bat monitoring programme at both Burnham Beeches and Stoke Common.
4. The eco-volunteer group has completed all the annual vegetation monitoring and has also surveyed for dragonflies and clear-wing moths. During the vegetation monitoring a new toadstool for the country was found, a dark red waxcap, *Hydrocele coccineocrenata*. The eco-volunteers have just completed an inventory of all the junipers within Burnham Beeches. These now total over 250, a fantastic increase from just 16 surviving thirty years ago; there are many small plants, seedlings from the older bushes. The eco vols are also helping collect data on crab apples for a project that has central City of London grant funding.
5. With the extreme heat of July and August staff have been on high alert for fires and ensuring that the existing ban on fires and BBQs is being observed by visitors. On the very hottest days visitors clearly heeded national advice to stay at home and both Stoke Common and Burnham Beeches were noticeably quiet on the 18 and 19th of July. However, the prolonged drought and extreme heat is having a real impact on the trees many of which are losing leaves or are developing early autumn colour. Initially, the old trees were faring quite well, but in the last few weeks they are also starting to suffer. The grass in the open grassland and wood pasture areas is brown, providing little grazing for the livestock. Even the normally wet mire areas are dry and rutted. There is little to be done to mitigate this situation albeit if the drought worsens consideration may be given to watering selected veteran trees if regulations allow.
6. The ponies and four cattle have been grazing within the 43ha fenced area including the heathland and mire as well as wood pasture. The other cattle have ben grazing within invisible fences since June and will soon be moved to new areas. This includes some cows going off site for a short while to graze in

partnership with a local parish council - this will also hopefully help our available grazing last longer and allow some time for training in Nofence.

7. The biennial survey of all the old, pollarded trees at Burnham Beeches has been carried out this summer highlighting any emergency work required to protect the trees. Due to the hot dry summer, it is very likely that only emergency pruning will be carried out this winter. Further tree safety work has also been carried out.
8. Following the survey for oak processionary moth at Stoke Common, over 130 trees have been found with a total of 241 nests. This is an expected increase from the 90 or so nests found in 2021. All nests have now been removed by contractors working on our behalf.
9. Staff from Oxford Archaeology have been surveying the two scheduled monuments within Burnham Beeches. Funded by the 'Hillforts, Beacons of the Past' Heritage lottery Fund, they will be producing a management plan for each monument and providing solutions to prevent future erosion.
10. Three popular public events have been held, 'Creatures of the Night,' 'On Location' and 'Plants of Burnham Beeches.' The 'Woodland Wonders Trail' has been operating during school holidays with many families taking part.
11. Both sites received the Green Flag Award as well as the Green Heritage Award after judges carried out a mystery shop of each site. This marks the 17th year of Green Flag Awards for these sites.

Kenley Revival update

12. The Corporate Property and Project sub-Committee received a Gateway 6 report at their July meeting and resolved to close the Kenley Revival Project.

The West Wickham and Coulsdon Commons

13. Rangers have been carrying out summer tasks including repairing and replacing livestock fencing, carrying out infrastructure checks and rotating livestock in grazing paddocks. On Riddlesdown, the grazing area at Famet has been extended into an area of chalk grassland currently managed by hay cutting. This will support targeted grazing to increase the diversity of chalk grassland flora and invertebrates.
14. Volunteers have been assisting with a range of conservation and estate management tasks across the Commons this summer including repairs to

wooden steps, clearing vegetation overhanging rights of way, installing livestock fencing and removing holly and birch saplings on heathland. Livestock volunteers have also helped the rangers with daily welfare checks, livestock movement and sheep shearing.

15. Several byelaw boards have been removed due to structural damage and made safe by the rangers following an audit across all sites.
16. Wooden fencing has been erected around one of the woodland ponds on Coulsdon Common to reduce disturbance from dogs, encourage more aquatic plants and protect aquatic invertebrates from toxic insecticides used in common flea treatments.
17. Corporate volunteer groups have been helping rangers to remove ragwort from hay areas and grazing paddocks on Farthing Downs to avoid contaminating hay crop for cattle and neighbouring stables. The rangers also coordinated two large community volunteer days to help pull ragwort with support from residents, scout groups and existing volunteers from across all the four Coulsdon Commons. This has attracted several new permanent volunteers.
18. The rangers have been responding to the severe fire risk by reminding visitors not to have BBQs/fires, carrying out patrols of high-risk areas and mowing firebreaks at vulnerable sites to reduce the risk of fire spreading to property. Rangers have also been equipped with fire beaters and water containers in vehicles so that small fires and BBQs can be extinguished quickly.
19. A wildfire on land adjacent to Farthing Downs that is part of the South London Downs NNR (National Nature Reserve) was extinguished with help from City of London Rangers and Croydon Council. Due to the unprecedented volume of call outs to fires on 19 July, the Fire Service were unable to attend so rangers were quick to respond to prevent the fire from spreading to woodland and other grassland.
20. A contractor has been appointed to clear ash trees severely affected by ash dieback disease on New Hill and Kenley Common. In recent years we have been pro-actively managing diseased trees near high-use footpaths and bridleways following good working practices from forestry organisations taking a lead on this national issue.
21. A vet has confirmed that 23 out of 25 cows are pregnant during a check-up with the herd of Sussex cattle on Farthing Downs. The cows were also given new reflective leg bands to increase their visibility when moving on the road at night. Rangers are still engaging with visitors to reduce the risk of neospora in cattle caused by dog fouling.

22. Events during the period have included wildflower walks, evening bat walks and tours highlighting how we manage the sites for wildlife. A series of autumn walks, tours and activities have been organised to showcase local heritage, conservation grazing and wildlife. This is being run in conjunction with a UK-wide festival of National Nature Reserves to celebrate 70 years of this designation in UK environmental governance.
23. The temporary electric fencing installed on Farthing Downs to help protect nesting skylarks has been removed now that the breeding season has ended. Visitors have reacted well to the trial, and we have engaged with many people who had no knowledge of the presence of skylarks on the site. This has helped to remind dog owners to keep their pets under control to minimise disturbance to ground nesting birds.
24. The annual hay cut has been completed across grassland compartments of the West Wickham and Coulsdon Commons. This forms part of the management of the chalk and neutral grasslands and helps to reduce excess nutrient that will benefit plant life. Some of the cut hay has been taken to the Merlewood Estate Yard for the livestock during the winter with the remainder being sold to cover the cost of the contract.
25. All sites received the Green Flag Award as well as the Green Heritage Award after judges carried out a mystery shop of each site. This marks the 15th year of Green Flag Awards for these sites.

Ashtead Common

26. Five work experience students were hosted during 18th – 22nd July. They experienced a range of activities such as boardwalk repair, cow checking, wildlife surveying and fixing a notice board.
27. A place is reserved with Sparsholt College for their October intake of apprentices doing the Countryside Worker level two qualification (was Environmental Conservation). The deadline for applications was August 10 and one candidate has been invited for interview.
28. The new Apprentice Ranger is expected to start on September 5.
29. Expenditure on OPM nest removal is likely to be around £3,000. Research suggests that over 50% of OPM nests now contain a parasitic fly. This together with other forms of predation appear to be controlling numbers.
30. The prolonged dry spell means that veteran tree surgery work cannot be undertaken this winter, for fear that stressed trees will respond poorly to the

work. The budget allocated for this work will be diverted instead to resilience measures such including work to fire breaks and residential boundaries.

Incidents

Burnham Beeches & Stoke Common

31. There were 10 incidents during the period. These included: three incidents of fly tipping, an incident when two cows escaped through a gate (they were returned unharmed); an ambulance attended a child who fell off a scooter (the child was able to go home), a visitor who fell from a mobility scooter; a car accident and a woman and a group of girls reported that they were followed by a man, a ranger attended but nothing untoward was seen. One dog out of 'effective control' was found worrying the cattle, the owner received a warning letter.

Ashtead Common

32. Five separate fires were started on Ashtead Common during August, four in the same location. The fire service was called to at least one of these, but fortunately the remaining four appear to have burnt themselves out before any significant damage was caused. In response the ranger team has stepped up patrols and cleared more firebreaks and access routes. Community Enforcement Officers from the neighbouring authority have patrolled and residents were written to asking them to report fires and suspicious behaviour.
33. Two graffiti incidents were recorded in July.

The West Wickham and Coulsdon Commons

34. There were 9 incidents during the period up to 19th August. These included: indecent exposure to a volunteer on Riddlesdown, fly tipping, two drunken men found sleeping on a roadside verge, dirt bikers driving dangerously in the Farthing Downs car park and a dog attack on another dog on Kenley Common.
35. Three incidents were related to fires with rangers extinguishing a tree on fire on Coulsdon Common, a grassland fire on Riddlesdown and a heathland fire that was put out by the London Fire Brigade on West Wickham Common.

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Committees: Epping Forest and Commons Committee - <i>for information</i>	Dates: 12 Sept 2022
Subject: Kenley Revival Project. A National Lottery Heritage Fund (formerly HLF) funded project. Unique Project Identifier: 1101	Gateway 6: Outcome Report Light
Report of: Director of Natural Environment Report Author: Andy Thwaites	For Information
PUBLIC	

Summary

1. Status update	Project Description: Main project aims as stated in the original funding application: <ul style="list-style-type: none"> • Empower, involve and inspire people to explore, record and take ownership of Kenley's World War Two heritage • Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation • Preserve a unique and important historical site and become a beacon of excellence for understanding the conservation of impermanent architecture RAG Status: Red Risk Status: Medium Costed Risk Provision Utilised: £93,657 (NLHF contingency) Final Outturn Cost: £1,178,952* * Includes £35,190 ongoing maintenance costs yet to be spent (included because this is contractually part of the project).
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<p>2. Next steps and requested decisions</p>	<p>Requested Decisions:</p> <p>1 – Note the closure of the project</p> <p>The Corporate Property and Project-sub Committee received this report on July 20 and resolved to close the project and transfer £30,666.41 remaining in the project's budget to local risk reserves to fund ongoing maintenance.</p>
<p>3. Key conclusions</p>	<p>The project took longer and cost more than originally planned.</p> <p>Using National Lottery Heritage Fund (NLHF) terminology, the project's Approved Purposes set out its objectives:</p> <p><u>Capital works including the conservation of five Fighter Blast Pens</u></p> <p>All the features listed as requiring work were conserved, although the delicacy of the fabric was such that some required a little more than was originally anticipated. Much of the 2017 work was affected by a rare variant of sulphate attack called thaumasite. Establishing the cause, liability and solution took considerable time, but eventually the thaumasite affected fabric was replaced in 2021. See Evaluation Report Addendum 2.</p> <p>Outcome: ultimately achieved, but considerably above original budget and timescale.</p> <p><u>Conservation Seminar to share with the sector</u></p> <p>An open seminar, 'The Conservation of 20th Century Military Architecture' was held at the Society of Antiquities in June 2019. It was attended by 110 people.</p> <p>Outcome: successful</p> <p><u>Increased onsite interpretation</u></p> <p>There were some changes to the Approved Purposes. The signage numbers were reduced from 45 in the Second-round submission to the following: 13 tabletops, 5 small wings, 6 large wings. The construction of a perimeter fence around the active RAF airfield negated the need for many of the directional wayfinders. The bespoke signs are made of fibreglass and are in the shape of aircraft wings. See Evaluation Report Addendum 1.</p> <p>Outcome: successful, but took longer than planned</p> <p><u>Educational programme</u></p> <p>Two Learning Festivals involved over 3000 participants. The first Learning Festival in 2017 attracted schools to onsite activities over five days. The second Learning Festival in 2018 included a</p>

	<p>Learning Festival Roadshow, Remembrance Programme and School Design Competition. Around 40 guided tours delivered to schools, uniformed groups, special interest groups, and veterans' groups, reaching over 1,700 participants. Themes for guided walks included wildlife, Battle of Britain, and Pilots and Pets. Around 20 handling workshops delivered onsite to schools and uniformed groups reaching 798 participants. The Hardest Day event in August 2019 attracted 250 participants. Around 70 workshops were delivered off site for schools, and specialist interest groups. Five screenings – Reach for the Sky (x2), Angels One Five and Spitfire (x2) A Heritage open day in 2017 and Sky Heroes open day in 2018 reached 3,000 and 5,000 people respectively. The 2018 Women at War season included a Home Front Day at Turf Projects, a performance of Amy Johnson's Last Flight Out, and Jason the Gypsy Moth school workshops, reaching a total 145 participants.</p> <p>Outcome: very successful</p> <p><u>Community archaeology programme</u></p> <p>Three annual archaeological festivals were held, including an additional one organised at NLHFs request due to the success of the first two. In total over 200 participants were involved.</p> <p>Outcome: very successful</p> <p><u>Memories, artefacts, documents and photographs collated on a Kenley Revival website</u></p> <p>Eight oral histories were collected and transcribed. Videos of six are on the bespoke website, plus a further two sourced from elsewhere or voiced by an actor. A recording of written memories has also been made available on the website. The online archive now features 227 objects, documents and photographs. A further 218 online memorials to Kenley's fallen have been posted. A dedicated team of volunteers continue to research, update and add material to the site.</p> <p>Outcome: successful</p>
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Main Report

Design & Delivery Review

4. Design into delivery	<p>National Lottery Heritage Fund projects are delivered in stages. If successful at the first round, funding is provided for a development phase. If the outcome of the development phase is acceptable, funding is provided for a second-round delivery phase.</p> <p>The second-round application was highly developed and detailed, and in many respects established clear baselines and a realistic blueprint for delivery. However, the degree of risk presented by the conservation element of the project was not adequately considered. Had it been so, the design of this aspect of the project would have been quite different. See Evaluation Report Addendum 2.</p>
5. Options appraisal	<p>Only one option was proposed at Gateway 3-4 because the project was specifically designed to realise the opportunity offered by NLHF funding. As stated in the report:</p> <p><i>Only one option is detailed here because this project has been specifically designed to realise the opportunity that HLF funding presents. Without HLF funding the project will not happen.</i></p> <p>The Gateway 2 report offered two additional options. Undertake minimal conservation work and accept that the heritage assets would remain on the Heritage at Risk Register or carry out the works solely at the City's expense.</p>
6. Procurement route	<p>All goods and services were procured using tender processes that conformed with NLHF and City Corporation requirements.</p> <p>The conservation works were tendered by the Conservation Consultant, a team of specialist architects, using City systems and procedures.</p>
7. Skills base	<p>A Project Manager and a Learning and Volunteer Officer were appointed by the project.</p> <p>A Conservation Consultant acted as Contract Administrator for the conservation works (in addition to procuring the contractor as described above).</p> <p>The project was designed as a partnership partly with the intention of bringing external expertise into the project team in the areas of</p>

	conservation (Historic England), and local community engagement (Kenley Airfield Friends Group).
8. Stakeholders	<p>The principal stakeholder was the National Lottery Heritage Fund. They were kept informed via regular progress reports and quarterly progress meetings. In a letter dated 17 March 2022 they stated:</p> <p><i>“Congratulations on completing your Heritage Grant project. You should be tremendously proud that you and your team were able to overcome the various obstacles presented during delivery. The fact that you were able to achieve this to a high standard, during a pandemic, highlights the resilience and quality of your outputs.”</i></p> <p>The project partners – Historic England and Kenley Airfield Friends Group – were formally engaged via a project board that also included officers from the Surveyors, Chamberlains and Open Spaces Departments.</p>

Variation Review

9. Assessment of project against key milestones	<p>Two aspects of the project exceeded the timescales originally planned.</p> <p>On site signage was due to be installed in May 2017. It was eventually installed in August 2020. The main cause of this delay was a breakdown in relations between the main signage contractor and a sub-contractor.</p> <p>Conservation works were due to be completed by August 2017. They were initially completed by the end of 2017, but early in 2018 the effects of thaumasite sulphate attack were observed. The affected structures were rectified at the end of 2021. See Evaluation Report Addendum 2.</p>
10. Assessment of project against Scope	<p>Ultimately all targets were met, but there were some variations on original (development phase) baselines during six years of delivery:</p> <ul style="list-style-type: none"> • The conservation works were originally costed at £260,000. Variations during the 2017 works pushed costs to £300,000, mainly due to the fabric of the heritage assets being more delicate than originally anticipated. These additional costs were covered by the project's inflation and contingency

	<p>budgets. The cost of rectifying the thaumasite affected works was £151,000. Much of this was covered by underspends and contingency within the project's budget, but it was necessary for the City to find an additional £70,000. (£50,000 from local risk, £10,000 from the Cyclical Works Programme and £10,000 from community contributions. Ultimately the conservation works budget came in at £441,000, which was £181,000 more than the original estimate.</p> <ul style="list-style-type: none"> • The Learning and Volunteer Officer post was originally a part time role. In January 2017 the job was made full-time in recognition of the demands of the activity programme. The additional cost of this change was met from within project budgets. • Heritage Day event target of 500 attendees. Actual figure 3,000 • Sky Heroes Day event target of 500 attendees. Actual figure 5,000 • Conservation Seminar target of 30 attendees. Actual number of attendees 110. • Learning Festivals target 1,200 students engaged. Actual figure over 3,000 engaged over two years. • Community Archaeology target of 60 people engaged in two annual festivals of archaeology. Actual figure of 250 involved over three years (additional year run at NLHFs request using contingency budget).
11.Risks and issues	<p>This project passed Gateway 5 before the need for a Costed Risk Provision was introduced. However, NLHF projects are required to have a contingency budget, and this was populated partly by means of a Quantified Risk Analysis. £60,000 of the £94,000 contingency was identified in this way. Of this only £20,000 related to a risk that came to fruition, namely increased conservation costs.</p> <p>The project always intended to push the boundaries of the fledgling field of impermanent architecture conservation. However, the risks of doing so were not fully appreciated. This became apparent when thaumasite sulphate attack occurred. Although this was deemed to be an unforeseeable risk, a more cautious and graduated approach to conservation based on the possibility of unknown risk occurring could have limited the extent of the damage. See Evaluation Addendum 2.</p>
12.Transition to BAU	<p>Responsibility for the signage, website and support for local community volunteers has now transferred to the West Wickham</p>

	and Coulsdon Commons. The conserved heritage assets remain the City Surveyors responsibility, although vegetation control will be undertaken by the local ranger team in liaison with the Surveyor and Historic England.
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Value Review

13. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost (including risk): Within the range £250k to £2m (G2 report Jan 2012). Estimated cost (excluding risk): Within the range £250k to £2m.
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
	<i>Fees</i>	£ 125,271	£ 176,700
	<i>Staff Costs</i>	£ 201,619	£ 221,187
	<i>Works</i>	£ 283,516	£ 476,772
	<i>Purchases</i>	£ 179,039	£ 140,006
	<i>Other Capital Expend</i>	£ 0	£ 0
	<i>Costed Risk Provision</i>		
	Contingency	£ 93,657	£ 0 (All used - vired)
	Inflation	£ 34,710	£ 0 (All used - vired)
	<i>Recharges</i>	£	£
	<i>Other*</i>		
	Volunteer costs	£ 25,100	£ 4,777
	Volunteer time	£ 79,450	£ 79,450
	Maintenance	£ 35,190	£ 35,190
	Non-cash (in kind)	£ 44,870	£ 44,870
	<i>Total</i>	£ 1,102,422	£ 1,178,952
14. Investment	Not applicable		
15. Assessment of project against SMART objectives	NLHF projects are assessed on their performance against their Approved Purposes. See section 3.		

16. Key benefits realised	<p>In line with NLHF outcomes, the Gateway 2 report offered the following success criteria:</p> <ul style="list-style-type: none"> • <i>The heritage will be in better condition</i> – this was achieved, albeit at additional time and cost. • <i>People will have learnt about the heritage and developed skills</i> – 19,000 people were directly engaged with the heritage through a variety of events. • <i>A wider range of people will have been involved</i> – 2,700 school children attended educational sessions, 90 volunteers involved, 250 participants in community archaeology, youth programme. <p>Additionally, the G2 report stated that the Scheduled Monuments would be removed from the Heritage at Risk Register. This was achieved.</p>
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Lessons Learned and Recommendations

17. Positive reflections	<p>The people engagement aspects of the project performed better than expected.</p> <p>The project provided employment for a Project Manager, two Learning and Volunteer Officers, an apprentice and (via City PIP funding) a Legacy Officer. Many of these individuals moved on to other roles in the heritage sector.</p> <p>The project certainly advanced the fledgling field of impermanent architecture conservation by discovering a hitherto unheard-of form of sulphate attack and forming a practical solution to it. This knowledge has been shared with the heritage sector.</p> <p>The appended Evaluation Report details many more of the positive aspects of the project.</p>
18. Improvement reflections	<p>Regarding the conservation works, the optimism surrounding what might have been easily achieved obscured an adequate assessment of what could go wrong. That is not to say that inadequate financial provision was made for risk – that was one of the projects strong points and saving graces – but that decisions were made, and an approach taken, that did not align with the prevailing degree of uncertainty.</p> <p>For example, one logical way to manage the unpredictable risk would have been to phase the project or build in time for tests and trials beforehand. At the time of development this would have felt like an expensive extension to the schedule</p>

	<p>and a compromise to the desire to get the whole project done by a fixed date (see below). However, trials proved necessary anyway, and if done up front they might have identified thaumasite, or at least informed the final design.</p> <p>The trials approach could also have applied to the decision to develop bespoke signage. This would have tested the process for designing, building and installing the signs as well as their appearance and strength, and might have identified issues with contractor performance sooner than they became apparent.</p> <p>The Kenley Project initially worked backwards from a single fixed date relating to one requirement - to mark the 75th anniversary of the Battle of Britain. The aim was to get everything done by this anniversary, and unrealistic timescales were devised to achieve this. On reflection, commemorating the anniversary should have been a milestone for the project, rather than a deadline.</p> <p>The Kenley Airfield Friends Group and Historic England did a tremendous job to drive the initial development of the project by identifying both the need for it and the opportunities it offered. Later, the City assumed the lead role on NLHFs (then HLFs) advice. As the project progressed to implementation, a formalised partnership approach was seen as essential to maintain the partners involvement. With hindsight it is probably fair to say that the partnership approach was not the best option. The City carried all the risk and was ultimately solely accountable for all aspects. Involving the other stakeholders as consultees or customers rather than partners might have been a better approach.</p>
19. Sharing best practice	<p>The Conservation Seminar held in June 2019 for 110 participants was aimed at sharing learning with industry specialists.</p> <p>NLHF are becoming more adept at using the learning from their projects to inform future project development. The lessons learnt from this project will be shared with others.</p> <p>Information on thaumasite sulphate attack has been shared with construction specialists, including the conservation contractor, who is involved in other City projects.</p>
20. AOB	None

Appendices

Appendix 1	Project Coversheet
Appendix 2	Kenley Revival Final Evaluation Report
Appendix 3	Evaluation Addendum 1 Signage
Appendix 4	Evaluation Addendum 2 Thaumaside

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 1101

Core Project Name: Kenley Revival Project

Programme Affiliation: N/A

Project Manager: Andy Thwaites

This project is funded predominantly by the National Lottery Heritage Fund (formerly HLF)

The National Lottery Heritage Fund has now closed this project.

Kenley Revival engaged 19,166 people with the WWII heritage of Kenley Airfield.

The project has created a website <https://www.kenleyrevival.org/> and has installed bespoke signage on site to interpret the airfield's history.

The project also conserved Kenley's WWII structures including eight Fighter Pens and a rifle range.

Key measures of success:

Main project aims as stated in the original funding application were:

- Empower, involve and inspire people to explore, record and take ownership of Kenley's World War Two heritage
- Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation
- Preserve a unique and important historical site and become a beacon of excellence for understanding the conservation of impermanent architecture

Expected timeframe for the project delivery:

Key Milestones:

- Originally scheduled to complete by July 30 2019.
- NLHF confirmed closure of the project on March 17 2022.

Are we on track for completing the project against the expected timeframe for project delivery?

The project has now ended.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

Yes – half page article in the Sunday Express on July 26 2020 with the headline 'Bid to save crumbling Battle of Britain site.'

This included a statement from the City:

'We are committed to delivering this conservation project of great historical significance.'

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

‘Project Proposal’ G2 report (as approved by PSC 10/01/12):

- Combined G1/G2 report seeking approval to apply for Round 1 funding from HLF (now NLHF).
- Cost of conserving structures estimated at £320,000. Actual cost (excluding thaumasite costs) to date is £343,717

‘Options Appraisal and Design’ G3-4 report (as approved by PSC 25/09/13):

- Total Estimated Cost: £879,000 excluding non-cash items like volunteer contributions
- Following a successful Round 1 application the G3-4 report sought to obtain permission to develop the project to HLF stage 2

‘Authority to start Work’ G5 report (as approved by PSC 08/09/15):

- G5 report submitted after HLF offer of Round 2 funding
- Total estimated cost £978,102 (cash items). To date expenditure has remained within this figure, but three requests have been made to ‘unlock’ the inflation and contingency budget lines:
 - August 2017 to release £49,000 for additional conservation work
 - February 2018 to support the activity (public engagement) programme
 - December 2020 verbal request for authorisation to use contingency for graffiti removal and signage installation
 - March 2021 issue report to request an additional £70,000 of City funding to rectify structures affected by thaumasite sulphate attack.

Total anticipated on-going commitment post-delivery:

The project commits the City to a 10-year programme of management and maintenance costed at £35,190. This is largely covered by a transfer of £30,000 from the project’s budget to local risk reserves.

Kenley Revival

Evaluation Addendum 1



Anna Cullum and Pam Jarvis
December 2021

Anna Cullum Associates

Arts | Museums | Heritage



Kenley Revival: Evaluation Addendum 1

1. Introduction

Kenley Revival was a National Lottery Heritage Funded project to revive interest, appreciation and understanding of Kenley Airfield. The project originally due to complete in April 2019, and was first extended to the end of 2019. It was further extended to resolve issues with thaumasite damage to the conservation works, and allow for the installation of interpretation. However, the delivery of the HF funded activity plan effectively completed as planned in 2019, and the project evaluation report by sam-culture was submitted at that time.

This addendum to the evaluation, produced for Kenley Revival, was commissioned to cover:

- The response to onsite signage which was delayed due to difficulties and delays in the production and installation.
- Activities delivered by the Legacy Officer, funded by the City of London Corporation to continue community engagement activities.
- Lessons learnt in the final stages of the project.

2. Onsite signage and interpretation: design and production

Kenley Airfield is the most intact fighter airfield from World War II. The image below indicates the extent of this historically significant site. Although many of the buildings associated with the WW2 airfield have been lost, the original fighter pens, Officers' Mess and NAAFI and other smaller buildings and structures remain. Onsite signage is important to allow visitors greater engagement with the location and its history and relevance as a site.



Heritage Fund Approved purposes

The Approved Purpose for the onsite interpretation as set out in the HF funding agreement were as follows.

Increased onsite interpretation focused on two key 'zones' in the areas undergoing most conservation, using narrative themes based around personal experience of those who worked on the common, related to 'Kenley and the defence of London', nature, recreation, and Kenley as a living airfield.

A Heritage Trail, 5 interactive panels, 28 interpretive signs and 17 way finding posts, a printed leaflet, and outlines of planes in the pens will unify the interpretation, supported by a website and travelling exhibition. Annual flypasts will take place.

What was delivered from the Approved Purposes

- 6 Large wings (information boards)
- 4 small wings
- 13 table tops
- A travelling portable exhibition that has been on display at Croydon Museum and the Battle of Britain Museum, as well as local venues

Signage has only recently been installed on site in 2021, due to the following reasons:

- **Interpretation design:**

Creating signage design and text should have been a less protracted process. Imagemakers exhibition design was sub-contracted by Allsigns to write and design the interpretation for onsite signs. Their scheme was based on access and a WW2 character-led trail more suited to a museum experience than a large outdoor space with multiple entry points.

Consultation and input from volunteers and Friends of Kenley Airfield led to a different approach focused on technical information and memorials to pilots and that also directed people to different parts of the Airfield.

A lesson learnt was that input from RAF military historians to fact-check text should have been woven into the process. It was important not to assume knowledge and to produce text suited to a reading age of 12, although this caused difficulties when describing technical details around aircraft and airfield equipment.

- **Planning permission issues:**

Planning and conservation officers initially questioned the approval of planning permission on the basis that the number of signs envisaged would clutter up the landscape and disrupt views of the site's features. Their suggestion for less signage would have led to their being fewer signs than the small number already there.

The planning application was then delayed due to the content and design work requiring more time than allowed for, and pending the need for a fully detailed design proposal for the planning application.

This delay and subsequent revisions led to changes to the Approved Purposes. The signage numbers were reduced from 50 in the tender to the following: 13 tabletops; 5 small wings; 6 large wings. The 17 wayfinding posts were deemed unnecessary due to the installation of a new perimeter fence. Smaller signs are now in place on focal points and more in keeping with an airfield rather than a countryside environment. Following a suggestion by RAF Head of History, signs are made of fibreglass rather than wood in the shapes of Spitfire wings that reflect the Airfield's history. These locations were fixed and reduced the risk of visual clutter flagged as an issue by planners

The Ministry of Defence owns the operational part of the Airfield and required changes to the locations of signs on their land as these would affect Kenley's operations as an active airfield to train pilots using gliders. The airfield is also used by Surrey Hills Gliding Club and for training RAF Air Cadets.

- **Production issues with the signs:**

The biggest production issue arose from a breakdown in the relationship between the primary contractor and their sub-contractor doing the design work

3. Onsite signage and interpretation: visitor response

What was delivered:

A new Heritage Trail. This signage provides information across the site, from the large Spitfire Wing signs at the entrances to the Common to the smaller Hurricane Wing signs identifying the WW2 remaining heritage features. Information about the stories of the men and women who served at Kenley and the historic events which took place there is shown on thirteen tabletop stands.

The project team requested that Allsigns produced samples of the sign types to be used to discharge the planning condition. However, when these tabletop signs were installed onsite, they were found to be unfit-for-purpose: the tops split as they were not strong enough, despite having seemed so when inspected in the factory. Allsigns consequently strengthened the signs.

Regrettably, some of the new signs have been vandalised and damaged through public misuse as seats or for children's play: this required removal of the signs from the site for repairs and strengthening.



Meeting Heritage Fund outcomes and project objectives:

The quotes below have been collected by the Kenley Revival Legacy Officer from various Facebook groups and comments posted on the Kenley Revival website.

- Heritage will be better interpreted and explained:

'How amazing all the new information signs are around the aerodrome. We live in Halton Road, my 4-year-old loved the old signs, but these new ones sparked an amazing interest in the world wars and our local history with him. We have been fascinated by all the old aircraft and people and what used to be here. He now often tells our family about it. Thank you.'

'I was pleased to see the new information boards (wings) at Kenley recently. Along with the fence posters, they offer an interesting insight into the role of Kenley and the RAF personnel during WW2. They are a welcome addition to the airfield.'

- People will have learnt about heritage:

The Kenley Revival Legacy Officer reports positive feedback to the signage from onsite visitors and comments on the website. Visitors like the Q&A format: the personal stories of WW2 pilots and support staff featured on the signs are of particular interest and have created more awareness of these people.

'I see dads especially explaining who these pilots were to their families and sharing their knowledge about the war and how local streets are named after 'Kenley's Few'.

Visitors particularly value the opportunity to learn about:

- The role of Kenley Airfield in WW2:

'The combination of the fence posters and new 'wings' made for an informative walk that will help with our school history lessons. Clearly a lot of time has been spent on this. We hope people continue to respect the efforts of those in the past and also the present to keep the history 'alive'.

'The new information boards (wings) at Kenley recently. Along with the fence posters, they offer an interesting insight into the role of Kenley and the RAF personnel during WW2. They are a welcome addition to the airfield.'

- People stories – the different roles played by people on the airfield:

'The new signage and remembrance cards placed around Kenley's perimeter look terrific and serve as an appropriate tribute to all the servicemen and women who gave their lives in the summer of 1940. Having now read all the boards and tributes it really brings home the sacrifices made.'

'Over to Kenley Airfield to see the new displays about the airmen and their stories - prompting a conversation about how young pilots went up time after time until they were finally shot down and killed. My boys were shocked to read and learn about pilots that bailed out only to be killed when parachuting down, and pilots with no graves as they were lost at sea. They were surprised how many nationalities of airmen were involved at Kenley. They are 11 and 7 and keen to learn more because of the wonderful signs and work that has been done to bring the stories of these men and women back to life. Today has added to their curiosity about WW2.'

- The role of Kenley Airfield in the Battle of Britain

'I was blown away by the Battle of Britain 80th Anniversary memorials and the new information notices displayed, particularly the mix of both Spitfire and Hurricane wings as a backdrop. Brilliant work from all involved. The content is presented in a very thought provoking and informative way. If you haven't seen it yet it's a must see.'

- The local area is a better place to work, live or visit

'Kenley is now more than just for riding their bikes round.'

4. Legacy Officer: the value this role brought.

The HF project originally due to complete in April 2019. Although the project was extended to resolve issues with thaumasite damage to the conservation works, delivery of the HF funded activity plan effectively completed as planned in 2019.

The City of London Corporation agreed to fund a Legacy Officer to continue the community engagement work for a fixed period. The Legacy Officer supported volunteers (including those delivering school workshops), delivered guided tours and talks, researched and wrote material for the website, and delivered exhibitions and events.

The programme had the following reach. (We note that the data is incomplete, and that more events and activities were delivered than have been recorded).

	Attendance	Number of events delivered
Guided Tours	109	5
School Workshops	378	6
Events off site	121	2
Events on site	486	4
Mini Museum	240	3
Talks	180	6
	1,514	26

Over 30 events planned for 2020 had to be cancelled as a result of the pandemic. Work continued on the website and social media.

Guided Tours and Talks

Monthly themed public tours were delivered during 2019. The intention of theming talks, and holding talks at different times of day, was to widen the audience reach, and encourage repeat participation. This worked particularly with specialists and volunteers who came to multiple tours and talks.

Themes include

- Pilots and Pets: this tour was popular with dog-walkers, who brought their own pets along. It attracted press attention from BBC Radio London, who interviewed the Legacy Officer on the JoAnne Good show.
- Women at War: this tour attracted groups such as the local Women's Institute

- **Air Defences:** this tour was led by a Veteran Armourer, and included topics such as ordnance, gun emplacements, landscape and how landscape affected strategies and positioning of defences. This tour attracted people with more specialist military knowledge, who appreciated the expertise that the tour guide brought.
- **Voices from the Past:** this tour introduced written material from people associated with the airfield, read at appropriate locations. Hosted on a Saturday evening, the tour attracted a mixed audience.

One of the aspects of the tours that people appreciated was that they were conversational and interactive – people with experience within the audience were encouraged to tell their own stories. For example, a veteran of the Malaysian campaign talked about his experiences.

There is evidence that the tours provide material for other activities and resources. For example, a videographer used material from Voices from the Past for one of his recordings; a writer included material from the Women at War tour in an audio series she was writing.

The Legacy Officer has also delivered talks to local interest groups, such as the local U3A and Sutton Humanists.

School Workshops

School workshops were delivered by the Legacy Officer and three experienced volunteers. One volunteer is a supply teacher in local schools, so has good links and relationships; a second is a retired teacher; and the third is a local resident with excellent story telling skills. The three volunteers will continue to deliver school workshops, once current Covid concerns are alleviated.

Workshops are tailor made for schools. Example workshops include

- **How many people does it take to get a pilot in the air?** Children are invited to role play all of the various personnel who were involved in the process, including roles such as riggers and mechanics. The children are given the hat and equipment of the person they are role playing. The activity gives children the opportunity to understand the wide variety of roles that were needed, and which roles women were allowed to undertake, and which they weren't. They are taught about how much work went into supporting one flight, which delivered 15 seconds worth of ammunition. Finally, the children are invited to take an envelope which tells them whether the pilot lived or died. Stories of real pilots who lived or died are enacted, which introduce their family members, and draw up real written testimonies, such as a mother's letter from the Canadian air force about the death of her son.
- **Remembrance:** Children make poppies, and write a letter to an individual pilot, who they learn about. They go to find his grave, and leave the poppy there as remembrance. Children learn about the different headstones for people of different nationalities, and the difference between headstones for those who died in combat, supplied by the War Commission, and those who died from other means, supplied by families. Children can go into St Luke's church to see the bomb damage.

Two aspects of the school workshops have particularly resonated with local children. One is the message that their generation ‘will one day be in charge of the world, and that they should put all their efforts into keeping peace and making the world a better place.’ This has particularly resonated with children from SEND schools, who are inspired by the concept. The second has been exploring stories of the contribution of different nationalities, for example, the Polish, Czech and Belgian squadrons, which has resonated with children from those origins.

Other activities and interactions with schools have included:

- An informal arrangement with a local SEND school, who often drop in for quick 10-minute sessions.
- Field Days for secondary schools, where students have a talk, followed by volunteering activity led by a ranger, such as scrub clearance. The local boys’ school are keen to repeat their field day.
- Remembrance Assemblies at local schools.

Research, oral histories and website

The lockdown periods gave the Legacy Officer and two volunteers the opportunity to conduct more research and add more content to the website. This included

- Phone interviews with a Battle of Britain Veteran, Douglas Bader’s secretary and a national serviceman. These interviews have been written up as articles for the website and approved by the interviewees.
- An oral history recording with local resident Norman Skinner, which is yet to be edited.
- Memorials: 219 individual entries memorialising the individuals whose deaths were associated with the airfield. The team believe this is the most comprehensive record of everyone whose death was associated with Kenley – with around half a dozen army personnel still to ‘find’.
- Research around New Zealand pilots associated with the airfield.
- Further research around the buildings and structures on the airfield.

The emerging research has been valued by family members, enthusiasts and researchers alike. Unseen photographs have been shared with family members, and family members have used the website entries to share comments and further knowledge. An unseen photograph of Pilot Officer Mudie was shared with the Battle of Britain Monument team.

Activities have also led to new knowledge and links. The Legacy Officer told us this story:

She had been looking for information about a child who was killed in a bombing raid in the area. While she was delivering a workshop at Hillcroft school, a child said that he knew that children from the school had been killed. No-one believed him, but when questioned further, he said his grandfather had told him. The details from his story were similar to the ones that

she had heard about – shopkeepers pulling children into shops as the bombing happened. She could now locate the bombing raid to Chaldon Road, and make links with other pieces of archive material, with help from the Bourne Society. This led her to find two members of the family of a boy who had been killed in the bombing, who contributed photos. Residents from the road wanted to maintain his grave, and were able to locate it with her help. They have since planted a rose bush at the grave in remembrance.

Mini-Museum

Mini-Museum began as an experiment to see if activities hosted at the City of London Corporation office, a mile or so down the road from the Airfield, could attract visitors. Three Mini-Museum events were held in the classroom space, and included the pop-up exhibition which was created during the NLHF project period, artefacts and object handling, re-enactors, and activities for children (including dressing up). One of the events focused on archaeological finds and was attended by MOLA and Historic England.



All three events were well attended, with between 50 – 100 people at each.

Other activities

Other activities have included:

- Attendance at Brookwood Military Cemetery's open day. The Legacy Officer gave a tour of graves associate with Kenley, and volunteers manned a stall. The event was attended mainly by military enthusiasts

- A manned exhibition at Kenley Airfield to accompany the annual flypast from Biggin Hill commemorating The Hardest Day. The outdoor exhibition featured information about pilots from both sides who lost their lives in the Battle of Britain. The flypast typically attracts around 250 people from within and outside the local area.

Volunteering

During the Legacy Officer's tenure, over 60 days of volunteer time have been contributed to the project, from approximately 10 volunteers. Volunteers have been involved in delivering events and activities, research and website content development, transcribing oral histories and working with archaeology finds.

Conclusions – the value the Legacy Officer role brought

The Legacy Officer role has enabled the delivery of a programme that has reached over 1,500 people. While there are skilled and enthusiastic volunteers available to deliver distinct activities, such as school workshops, having a paid member of staff has provided the resources and infrastructure necessary to deliver a coordinated programme.

The officer was a visible ambassador for the project – people know her, and continue to contact her about Kenley and the work that happens there, even though she is no longer in a paid position.

5. In hindsight: advice to inform further projects

A reflection session with Andrew Thwaites, Kenley Revival Project Manager, identified lessons learned by the Kenley Revival Project which can be shared to support other projects.

➤ The pitfalls of positivity/optimism bias

A Heritage Fund project presents an organisation with the opportunity to make a difference, so people approach planning and delivery with a positive and optimistic mindset - a 'can-do attitude.' Whilst 'optimism bias' has advantages it can also influence decisions on the project delivery through overestimating positive progress and underestimating risk and negative factors.

Project managers need to recognise that inevitably things will take longer, cost more, teams will change, and the original vision will shift and evolve during the lifecycle of any project.

Effective and pragmatic risk assessment is essential early in the planning stage, to consider project costs, time schedules and to anticipate potential risks and complications that may emerge. Informed estimates are essential and using techniques like three-point estimating will lead to more realistic predictions and avoid the pitfalls of setting timescales and budgets purely on optimistic estimates.

➤ The importance of defining scope

The early adoption of project management techniques such as a requirements analysis is essential to allow a detailed work breakdown structure (WBS) to establish the scope. Realistic forecasting for each task in the WBS can then be forecast, looking ahead rather than working backwards from a pre-determined date, timeline, or cost estimate. In any complex project timescales are likely to become more complex and interdependent as a project progresses.

➤ **Recognise issues of organisational buy-in**

Innovation and change within any organisation are essential to continuous improvement but require leadership and management to ensure the smooth delivery of a project. In instances where there is resistance to change or a department, individual or stakeholder is unwilling to commit to the project or take any responsibility for delivering it, the project team leader should acknowledge the situation and deal with it. This is not something to be skirted around as it could potentially be the most harmful factor affecting any project. Document any challenges in writing to allow for changes in personnel and circumstances.

➤ **Set criteria for partnerships**

Partnerships should be properly set up to clearly define expectations and establish clear lines of communication.

➤ **Understand experimental and bespoke elements take time**

Staff time and a clear budget should be allocated to developing and testing new ideas, interpretation, or signage. Anything experimental, even if considered low risk, will take resources to be successful.

➤ **Formal milestones and design stages**

Build in formal handovers between design and construction phases. As you move between stages, re-present the next version of the project plan as a new document / plan with the names of those responsible clearly displayed. Be mindful that during delivery, new milestones might need to be added, dependant on subcontracted work. Ensure the main contractors are on track to deliver the key milestones.

➤ **Human resources and skills development**

Be realistic about the human resources available for the lifetime of the project. People may be employed to deliver one aspect of the project plan, but the core team will have the same time and resource allocation throughout the project.

Be aware it can be difficult to combine the project manager responsibilities of overseeing construction and conservation type elements with those focused on engaging people. Both elements require different skills and must be fully resourced.

The Kenley team report they have developed core skills though managing a National Lottery Heritage Fund project, including people management skills, organisational and planning skills, event management, presentation skills, time management, problem solving, and evaluation methodology.

Kenley Revival

Evaluation Addendum 2



Thaumasia Sulphate Attack

Scope of this report

The purpose of this report is to explain the issue of Thaumassite Sulphate Attack (TSA) as it affected the Kenley Revival Project.

It is not intended to be a specialist report on the technical aspects of TSA itself, or how it relates to the conservation of impermanent architecture.

Background

In June 2014 a seminar was convened to discuss the challenge of conserving Kenley Airfield's historic assets in a professional forum that included architects, structural engineers and subject specialists from the heritage industry who had experience in conserving historic brick and concrete structures. The aim was to inform the development of a conservation philosophy for Kenley, leading to a specification of work to conserve Kenley Airfield's remaining WWII structures as part of the Lottery funded Kenley Revival Project.

Following an exploration of some case study examples, attendees visited site and returned to offer input into how Kenley Airfield's conservation philosophy could evolve. The following summary is presented in the Kenley Common Conservation Management Plan 2015:

'The seminar had been designed to consider how to approach the issues of conservation, and then discuss how the assets on the airfield should be treated, but not to start designing a programme of works. A clear context was provided in the morning, with presentations on current issues and some recent case studies. The round table discussion was wide-ranging and identified a number of lines in the sand. Removing assets or imposing a regime of benign neglect were considered wholly inappropriate. A modest degree of restoration of already compromised fabric was felt to be worth considering, along with the introduction of new elements to improve understanding of how the airfield functioned during the Second World War'.

It is notable that none of the specialists involved in the seminar raised concerns about replicating 1930's methods or material choices in a modern context, although as noted above the session did not consider the detail of the work itself.



This picture of Fighter Pen KC44 taken in 2014 shows the extent to which Kenley Airfield's structures had deteriorated. The mortar remained reasonably intact, but the brickwork was badly eroded and spalled. The structures were not expected to survive much longer without intervention.

Specification of works

The Specification of Works that resulted from the conservation philosophy and submitted as part of the Second-round application was developed jointly by the City Corporation and Historic England. Precedence was given to selecting materials that authentically replicated those originally used, as exemplified by the following entry in the specification about bricks:

Source and supply new brick to exactly match the original LBC Phorpres bricks. Where the same brick is not available new, salvaged sources may be acceptable.

Where neither is available, source and submit samples of a near matching alternative for approval before placing an order. The bricks must match in size, shape, colour and texture.

The Specification also described the desired characteristics of the other materials involved such as tiles and mortar, but for each the emphasis was on look and visual match rather than performance. Generally, the assumption was made that since the original structures had survived (although badly weathered) for 75 years, modern replacements using like-for-like material choices would perform in the same way.

Additionally, the Specification detailed methods for waterproofing and drainage, but specifically in relation to protecting concrete air raid shelters nestling within the Fighter Pens (and in one case end walls) and generally not for the earth retaining walls.

Tendering, Principal Design and Contract Administration

The project outsourced responsibility for tendering the conservation work and the subsequent contract administration (clerking the work) to a firm of specialist architects. As part of its undertaking the firm was asked to review the design and act as Principal Designer for the implementation phase. The design was at RIBA Design Stage Four – Technical Design, which is the final detailed design used for tendering and construction. The specialist firm was asked to fulfil the role of Principal Designer at RIBA Five – Construction, under CDM regulations.

It is notable that the specialist firm appointed did not comment on or alter the stage four design. However, the overriding quest for authenticity and implications regarding Scheduled Monument Consent probably had a bearing on this. Nonetheless, as part of its function at RIBA five, the Principal Designer was involved in materials selection and sample sign-off.

Thaumasite Sulphate Attack

Work to conserve the assets commenced in April 2017, and a Practical Completion Certificate was issued on January 4th, 2018.



KC44 following conservation work in 2017.

Shortly afterwards it was observed that some of the mortar in newly conserved sections of brick wall had failed. Mortar joints had expanded, ejecting material to create spoil heaps of extruded paste laying at the foot of the walls. The mortar itself appeared to be soft and saturated. In places it was possible to push a finger into the mortar joints. This phenomenon had not affected all the 2017 conservation work, and where it had not to the same degree, but it was quite widespread across the site.

The situation was possibly exacerbated later in the winter with the arrival of the 'Beast from the East' a period of particularly cold weather that hit the UK on February 22nd. However, it is important to note that the mortar degradation was noticed before this date.

Investigations into the cause commenced. In April 2018 the project's conservation contractor commissioned a report from a specialist material testing consultancy that identified higher than expected levels of sulphate in the mortar. However, it was not until the project's Principal Designer involved the Buildings Research Establishment (BRE) that a definitive diagnosis was given. BRE reported to the Principal Designer in July 2018 identifying Thaumate Sulphate Attack as the cause.

Thaumate (pronounced tormasite) is named after the Greek word for surprise. Thaumate Sulphate Attack (TSA) is a type of salt weathering that is dependent on a particular combination and concentration of salts, temperature and humidity. The TSA reaction degrades mortar, chemically changing it into thaumate. It can occur where there is a source of sulphate, abundant carbonate and water at temperatures around 5 °C.



Example of TSA damage affecting the end wall of the new central spine in Fighter Pen KC12. Salt staining is also visible.

Trials

BRE was commissioned by the Principal Designer to devise a trial of alternative material combinations onsite using the new central spine wall in Fighter Pen KC12 as the test bed. In early November 2018 the existing (2017) brickwork on the side retaining walls was dismantled, and new walls were constructed using four separate mortar mixes including two cements and two hydraulic limes, three sands, two brick types and drainage. The bricks and mortars were:

- Two brick types
 - London Brick Company, common Fletton (as used in 2017)
 - Northcot, Nine Elms Common
- Four mortar mixes
 - Ordinary Portland Cement, Blue Circle Mastercrete (CEMII/A-L) (as used in 2017)
 - Low sulphate Portland Cement, Aarlborg White (CEMI)
 - Natural Hydraulic Lime, St Astier NHL 3.5
 - Natural Hydraulic Lime, St Astier NHL 5.0

Additionally, an impermeable high-density polythene sheet and permeable geotextile filter fabric were installed as waterproofing, and on one elevation a separate back up wall of 7N dense concrete blocks was constructed. Both sides were drained using slotted pipes and pea shingle.

The panels were left in situ during the winter of 2018-19 and examined and tested in January and May 2019. A range of laboratory tests were carried out by BRE on samples of brick, water and soil.

The trials failed to replicate the wholesale failure of the brickwork experience in 2017. However, some deterioration was noted in some material combinations, and performance in relation to strength and water saturation varied. The combination of Northcot Nine Elms bricks and Aarlborg White cement was found to be the most resilient, indeed it was found to be stronger than the original wartime construction.

Cause and liability

The City Corporation considered that the Principal Designer was liable for the failure of the 2017 work, and this view was backed-up by legal advice from a specialist law firm.

Consequently, much of 2019-20 was taken up with an attempt to initiate proceedings under the Pre-action Protocol for Construction and Engineering Disputes. Ultimately this approach failed, mainly because the technical complexities involved in establishing the cause of TSA made it impossible for the City's expert witness to give an opinion. The City, its legal advisors and expert witness relied on information provided by BRE. As can be seen from the following, there was a degree of uncertainty regarding both cause and solution:

BRE Report for the Principal Designer, July 13 2018

- *The failure was not caused by workmanship but a combination of the use of the London Brick and the type of cement used to make the mortar. There were no waterproof barriers between the retained earth and the brickwork, which allowed water to flow through the brickwork, exacerbating the sulphate attack.*

BRE Report for the City Corporation – Final Trial Investigation Report, July 31 2019

- *The soluble salt content results suggest that the bricks are a source of sulphate, which is likely to have contributed to the deterioration of the 2017 brickwork. The original and 2017 wall design together with the soluble salt content of the fletton brick has contributed to both new and old brick deterioration as the walls are earth retaining wall, in exposed location and lack a suitable coping detail [sic].*

BRE Report for Beale & Company Solicitors, December 18 2019

- *The use of modern Fletton bricks provided a source of sulphate salts, which allowed TSA to occur.*
- *The choice of premixed Mastercrete to make the initial mortar conservation works in 2017 was not appropriate as the mix is a CEMII A-L. A CEMII cement contains between 80%-94% cement clinker together with between 6%-20% limestone and 5% minor constituents. The presence of the ground limestone within the cement together with the active soluble salts from the brick, along with a sloping bank of wet soil and cold winter conditions resulted in TSA.*
- *It is likely that TSA would not have occurred if a sulphate resistant cement had been used, but sulphate resistant cement has been shown to be susceptible to sulphate attack in some circumstances.*

BRE Letter to Beale & Company Solicitors, April 30 2020

- *In our view there is no product based on modern OPC that would be suitable in this circumstance with this particular S2 brick. [Note – S2 classification means the brick has a low active soluble salt content].*
- *It is possible that the 1940's OPC, with its different mineralogy, etc. to modern OPC, may not have been as susceptible to TSA in these circumstances.*
- *Sulphate-resisting mortars are resistant to ettringite formation but not to thaumasite formation.*
- *The cause of the difference in performance between the 2017 and 2018 brickwork is likely to be a difference in water saturation and rate of flow of water through and across the brickwork.*

BRE Email to Beale & Company Solicitors May 7 2020

- *We only measured the soluble salt content of two bricks and these were both from KC44 and were manufactured in the 1940s. Therefore, the comment at 5.4.4 of our report (that the bricks are a source of sulphate) is correct and relates to the two old bricks from KC44. We cannot comment on the sulphate content of the new bricks other than to say that it is, in our view, unlikely that they did not achieve an S2 classification. And to reiterate for clarity, we think it is likely that the new bricks met the S2 classification.*

The confusion surrounding the exact cause of the thaumasite sulphate attack rendered it impossible to establish liability, but also made it difficult to determine how to rectify the failed 2017 work to avoid it happening again.

Rectification

In February 2021 architects and structural engineers working for the project's conservation contractor produced a condition survey and schedule of work for rectifying the 2017 defects. This aimed to replace failed sections of the 2017 work using the most resilient material combination from the trials – Northcot Nine Elms bricks and Aarlborg White cement. Additional waterproofing and drainage were prescribed for many of the replaced sections.

Rectification work commenced in July and continued through to November (material shortages caused by the pandemic led to delays).



2021 reconstruction of the central spine wall in KC12. The structure now includes waterproofing applied to soil facing areas of brickwork, drainage and a waterproof membrane.

Note – the colour match is reasonably authentic (see P2)

The pictures above also illustrate several design changes for the new central spine. The 2017 structure utilised high-density polystyrene blocks as a core for the tall central wall. The top courses of brickwork and the concrete coping sat on this polystyrene core, separated by a geotextile membrane. In their 2021 assessment of this structure the architect and structural engineer found that the brick and concrete ridge had expanded and contracted, slipping over the geotextile and pushing on the end walls, which were already weakened by thaumasite. This caused the end walls to bow out.

The 2021 structure has a full-length wall and expansion joints at both ends. Unlike the 1939 and 2017 structures, all the walls now sit on their own foundations. Interestingly, when digging the foundations, it was discovered that the concrete apron upon which the 1939 and 2017 structures sat varied greatly in thickness front to back; a fact that possibly further exacerbated rotation and cracking as the apron probably yielded inconsistently under their weight.

Also of note is the addition of a buttress at the outside end wall of the new 2021 structure. Volunteer researchers discovered that this was an authentic feature at Kenley, but not one that was present in 1939. In fact, the central spines were constructed in phases; first - a single wall, later the soil infill and end walls, finally the buttress. This final addition in particular indicates that the original wartime structures probably suffered from the same damaging movement that affected the 2017 work. The fact that the buttresses were constructed over a pre-existing pattern (as replicated in 2021), itself a feature designed to mitigate movement, further reinforces this notion.

All the above helps illustrate an important learning point for the project in relation to the assumption that the original structures fared ok to the present day. Although much of the 1939 construction proved to be robust and resilient, elements of it had failed earlier in its lifetime.

Conclusion

Thaumasite Sulphate Attack is a relatively unknown phenomenon, even within specialist circles. It is possible that TSA could have occurred at Kenley even if measures had been taken to mitigate the more common form of sulphate attack. However, some of the factors that gave rise to TSA at Kenley are known to cause other problems, and consequently would have been designed out under normal circumstances (by using F2 rated bricks and applying waterproofing for example).

The same characteristics that made the 2017 bricks prone to frost damage also made them prone to TSA (the Flettons used in 2017 had a water absorption rating of 23% by volume, as opposed the Northcot Nine Elms bricks with a rating of less than 12%). A degree of frost damage was expected to affect the 2017 work because the original structures suffered from this form of deterioration persistently over their lifetime. However, accepting this apparent low-level chronic risk opened the door to the hidden and acute danger of TSA.

At Kenley, the quest for authenticity relied on an assumption that conserved structures would behave in the same way as the original 1939 features. However, this assumption failed to take into account the fact (realised much later) that parts of the original wartime features had indeed failed, and that modern materials do not always share the same chemical properties as their 1940s counterparts, even if they are of the same lineage.

The establishment of exact cause and liability was ultimately impossible, and this meant that the City and project partners had to fund the full cost of rectification. No matter how comprehensive contracts and specifications are, professionals cannot be held accountable for failings specific to things they are not expected to know anything about. They can however be held accountable for not providing advice and warning more generally, but at Kenley the situation was clouded by the project's strive for authenticity and assumptions made about what was involved in meeting that aim.

Kenley Revival

Final Evaluation Report



January 2020

Commissioned by City of London Corporation

Produced by Anna Cullum and Pam Jarvis

Anna Cullum Associates

Arts | Museums | Heritage



Kenley Revival

Final Evaluation Report

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Front cover image: Pilots of number 253 Squadron at Kenley between August 1940 and January 1941



1. Introduction

1.1. Context and background: the importance of Kenley Airfield

Kenley Airfield today is a tranquil scene, a local amenity valued for leisure and enjoyment of its open spaces and as a site for nature conservation. During World War II the Airfield would have looked very different: Kenley was one of the main fighter stations in the front-line for the air defence of London. Combatting the tremendous might of the German Luftwaffe during the critical days of the Battle of Britain. Kenley Airfield was devastated during the Battle of Britain, when the attack by the German Luftwaffe destroyed three hangars, destroyed or damaged thirteen aircraft, and caused extensive damage to the runways. Sadly, ten people on the ground lost their lives. The Airfield fared badly in the following decades, as a series of subsequent fires led to the gutting and demolition of the Watch Office and hangar and later, the central part and one wing of the Officers Mess building.

Today, the visible evidence of this momentous battle of World War II and a crucial moment in both Kenley Airfield, and in Britain's history can be seen in the structures that survived these onslaughts: these include the Fighter Blast Pens, a rifle range, runways, the perimeter track and dispersal systems. Historic England identifies Kenley Airfield as *'the only example identified through a national survey to retain nearly all of its dispersed fighter pens. As such, and in association with its historical significance, it is a nationally important monument which demonstrates both planned defence of aircraft from attack while on the ground and the success of this policy, as so few aircraft were lost on the ground despite repeated and heavy aerial attack.'*¹ The Fighter Blast Pens have been designated as Scheduled Monuments on the basis that heritage assets from military airfields are an increasingly rare and vulnerable asset type. Kenley is an important example of the conservation, preservation and restoration of one of Britain's finest examples of 'Impermanent Architecture'.

The remaining airfield is still owned by the Ministry of Defence and now hosts 615 Volunteer Gliding Squadron (VGS), a Royal Air Force squadron of the Air Cadet Organisation. The Airfield's perimeter track marks the boundary between City Corporation land and that owned by the MoD. The Airfield was designated as a Conservation Area in 2006.

1.2. Kenley Revival

Kenley Revival is a National Lottery Heritage Fund (NLHF) project which set out to preserve and protect this significant reminder of Britain's wartime history as the most complete fighter airfield associated with the Battle of Britain to have survived, and to reveal the significant contribution made by the people who shaped Kenley's history. Their stories have emerged through this project and it is hoped that these will remind future generations of this dangerous and tumultuous time and of the personal sacrifice reflected in the quote on the

¹ <https://historicengland.org.uk/listing/the-list/list-entry/1021243>

RAF Kenley Tribute memorial: *'Never in the field of human conflict, has so much been owed by so many to so few'* Winston Churchill 1940.

The City of London Corporation and the Friends of Kenley Airfield Group have championed the conservation of the Airfield to ensure its future and to realise the vision to create opportunities leading to deeper understanding of a nationally significant heritage resource.

The support of the Heritage Fund and the recognition of Kenley Airfield's importance by Historic England signals the significance and quality of this project and its outcomes.

1.3. Vision, aims and objectives for Kenley Revival

Kenley Revival has defined its vision and aims as follows:

Kenley Airfield and environs: conserved, promoted, understood and enjoyed as the UK's most complete surviving Battle of Britain fighter airfield, a site of nature conservation and public open space; an active airfield that maintains a direct and tangible link to its fighter airfield history.

Aim 1: Preserve a unique and important historical site and become a beacon of excellence for understanding the conservation of impermanent architecture.

Outcomes:

- conserve the Fighter Blast Pens, Rifle Range and associated heritage assets,
- advance the understanding of conserving impermanent architecture, sharing this knowledge widely to help others.

Aim 2: Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation.

Outcomes:

- deliver a unique and inspiring programme of events and informal learning opportunities to draw people to Kenley,
- improve onsite interpretation,
- create a comprehensive and high quality 'one stop shop' online resource,
- create a high quality, high impact touring exhibition,
- increase the number and diversity of visitors to Kenley Common,
- increase the number of local people who choose heritage as the main purpose of their visit,
- promote wildlife and habitat conservation alongside heritage conservation.

Aim 3: Empower, involve and inspire people to explore, record and take ownership of Kenley's World War II heritage.

Outcomes:

- develop exciting and accessible opportunities for people to engage with, and learn about, the heritage,
- create community archaeology opportunities to involve people in hands on conservation,
- create interesting and rewarding opportunities for people to volunteer,
- involve audiences in the research for, and production of, all interpretation,
- develop a formal learning programme to involve schools,
- create an online resource of memories, documents and photographs, and a catalogue of artefacts.

Outcomes, approved purposes and targets are set out in further detail at the beginning of each section of this report, to provide a framework of what the evaluation measures.

1.4. Evaluation scope and methodology

The City of London Corporation commissioned Anna Cullum and Pam Jarvis to produce the evaluation of Kenley Revival as part of its submission to the National Lottery Heritage Fund to satisfy funding requirements.

The evaluation process has benefited from the adoption of best practice by a dedicated team of staff and volunteers, who have worked with the evaluators from the early stages of the Delivery Phase, have encouraged feedback on all events and activities, and who have undertaken excellent record keeping. A summary of evidence sources is included in Appendix 1.

The evaluation faced a series of challenges including:

- The budget for evaluation was £6,000 (approx. 6 days per year over the lifetime of the project to date), which represents 0.005% of the overall project budget. As such, the evaluation has focused on the impact of the project on participants, and on the heritage assets. It touches upon project management and process, organisational impact and project legacy but a detailed analysis has not been possible within the resource allocated.
- The timeline of the project has extended from a planned completion in April 2019 (with the final evaluation report being delivered in January 2020) due to the challenges outlined around conservation of the historic structures in this report. This means that the evaluation has not been able to assess the final impact on heritage of the conservation works – this will be assessed through a separate appended report at the end of the project.
- Installation of the interpretation has been delayed beyond the original grant expiry date – similarly, this will be assessed through a separate appended report at the end of the project.

The difference the project has made to heritage



'It's a privilege to meet and talk with these people about Kenley and their lives and experiences – which were often traumatic – and to give them space to remember and share.' Oral history volunteer

Image: Ken Raffield, Oral History Participant

2. The difference Kenley Revival has made to heritage

2.1. The difference the project intended to make: outcomes for heritage

Aim 1: Preserve a unique and important historical site and become a beacon of excellence for understanding the conservation of impermanent architecture.

Outcomes:

- conserve the Fighter Blast Pens, Rifle Range and associated heritage assets,
- advance the understanding of conserving impermanent architecture, sharing this knowledge widely to help others.

Heritage Fund outcomes: Heritage will be in better condition; heritage will be better recorded and identified; heritage will be better managed

Aim 2: Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation.

Outcomes:

- improve onsite interpretation,
- create a comprehensive and high quality 'one stop shop' online resource.

Heritage Fund outcomes: Heritage will be better interpreted and explained

2.2. What happened?

Approved Purpose	Progress against approved purpose
Capital work includes conservation of five fighter blast pens (which are scheduled together as two Scheduled Ancient Monuments At Risk). This includes internal and external works to the Tribute memorial (KC12) to ensure full restoration and use, works to fighter pens KC40, KC52, KC44 and KC18. Stabilising works to all other blast pens, rifle range, fuel dump and other associated features, all within the Conservation Area.	All conservation works were completed by the end of 2017. By early 2018, it became clear that the works had suffered from a severe sulphate attack, which had turned the mortar into thaumasite, rendering it unfit for purpose Testing and on-site trials were progressed throughout the winter of 2018 with various combinations of different materials trialled. This issue is as yet unresolved.
Increased onsite interpretation focused on two key 'zones' focused on the areas undergoing most conservation, using narrative themes based around personal experience of those who worked on the common, related to 'Kenley and the defence	Touring exhibition display boards have now been completed. On site interpretation will be installed in early 2020.

Approved Purpose	Progress against approved purpose
of London', nature, recreation and Kenley as a living airfield. Heritage Trail, 5 interactive panels, 28 interpretive signs and 17 way finding posts, a leaflet and outlines of planes in the pens will unify the interpretation, supported by a website and travelling exhibition. Annual flypasts will take place.	Plane outlines have been completed
Conservation Seminar will be held, and learning shared with the sector.	A conservation seminar was held in July 2019 at the Society of Antiquities and attended by 110 people
Memories and artefacts relating to Kenley will be collected through crowdsourcing and published on the project website alongside resources, digital cataloguing of related artefacts, documents and photographs.	8 oral histories collected, transcribed and 5 are available on the website. A recording of written memories has also been made available on the website. Online archive features 143 objects, documents and photographs

2.3. The difference the project has made: heritage is now in better condition

Capital work including conservation of five fighter blast pens, tribute memorial, rifle ranges and fuel dump were completed during 2017.

Throughout the winter of 2017/18 it became clear there was an issue with flaking mortar within all areas of brickwork. The Principal Designer commissioned a materials analysis firm to assess the nature of the damage, and this revealed a severe sulphate attack. Sulphate attacks are not uncommon, and can be caused by water ingress and low temperatures. However, in this case the sulphate turned the cement into thaumasite. The thaumasite mineral which forms gradually replaces the cement paste matrix of the concrete, causing the concrete surface to soften and eventually to disintegrate. This is a rare attack, and the biggest that Historic England have encountered; furthermore, the contractor had not witnessed a thaumasite attack before. There are only around 60 recorded cases of thaumasite attacks in the UK².

The precise reason for the thaumasite attack has not yet been identified. A working group was set up in 2018 to investigate possible causes. A series of trials and tests were carried out over the winter of 2018/19 by the Buildings Research Institute, but none of these resulted in a thaumasite attack. Investigations and trials are, at the date of writing, still underway.

The worst-case scenario anticipated is that all brickwork will need to be re-done.

² <https://www.newcivilengineer.com/archive/how-to-identify-thaumasite-sulphate-attack-01-04-2016/>

The structures were taken off the Heritage At Risk register; however, it is likely that they will need to be re-registered.

A number of issues have arisen which are still under discussion and consideration:

- Restoration of impermanent military architecture is still an emerging field. The sector lacks knowledge about the use of modern materials to restore historic structures. During the development stage the team made efforts to learn from others who had embarked on similar projects. A conservation workshop was held in 2014 attended by architects, structural engineers and heritage professionals who had conserved impermanent military structures. A conservation philosophy for Kenley was developed as a result of this workshop. However, the issue of material variation was not raised, and it was assumed that walls made from modern brick and cement selected to be authentic matches for the 1939 materials would behave in the same way as the original structures.
- The original materials generally used in military structures were not of high quality or intended to last. The mortar used in the 2017 conservation works was close to being an authentic mix. However, modern cement is different to 1930's cement; it is much stronger. Too strong in fact for use in mortar in its raw form, so it is cut with other materials to weaken it and make it less environmentally damaging. These materials can react with available sources of sulphate from the brick, soil or water in the environment, to cause a reaction that changes the chemical composition of the mortar. This is what happened at Kenley, where a particularly rare and little-known variant of sulphate attack called thaumasite (from the Greek work for surprise) occurred.
- The Inspector of Ancient Monuments at Historic England advised on the selection of bricks, and helped to steer the specification of the mortar, which were then signed off by the Principal Designer. However, the Inspector of Ancient Monuments did not have an official role in the design and specification to RIBA 4.
- The question of liability is challenging, and the City of London Corporation are pursuing a claim with the contractor as Principal Designer.

While research and testing are still in progress and understanding of how to mitigate the risk of further attacks is still inconclusive, projects looking to undertake similar works might consider

- Whether there is sufficient time to wait for more conclusive research around the best approach to materials, or to test materials in smaller areas over an appropriate period of time.

There is as yet no best practice to follow – and projects need to make informed decisions that are realistic within their project constraints.

2.4. The difference the project has made: heritage is now better managed

While 20th century military architecture has been subject to maintenance and repairs before, Kenley Revival presented a significant opportunity to bring the sector together to consider philosophical approaches to the conservation of military heritage assets and in particular, assets which were built as temporary structures, without longevity in mind. This has been the first project to present structured thinking around the method and approach to conservation in this area: *'how to do it, and how to think about doing it'*³.

Historic England played a critical role in setting out the project scope and parameters (and writing the original NLHF bid), as well as steering discussion and thinking both within the project and further afield. In their statutory role, their intention was to remove Kenley Airfield from the Historic Building at Risk register. More widely, the project supported their aims to improve awareness of, engagement with and conservation of historic assets – both through public engagement and sector learning.

The project was initially informed by a **'Conservation Workshop'**, which brought together an invited group of experts from Historic England, and heritage professionals such as architects and engineers. The group workshopped questions around how conservation of 20th century assets should be conserved and agreed on a philosophical approach that put authenticity of materials and experience at the forefront.

An open seminar, **'The Conservation of 20th Century Military Architecture'** was held at the Society of Antiquities in June 2019, with the intention of sharing sector knowledge in this specialist area, which will in turn improve how heritage assets are conserved, managed and maintained throughout the sector.

The seminar included speakers from Historic England and various representative sites and case studies, including Kenley Airfield, Greenham Common Control Tower and Airfield, Bletchley Park and RAF Barnham Atomic Bomb Store. The underlying theme of the seminar was that while military architecture is increasingly understood and valued, there is, at the same time, an increasing pace of loss of fabric through neglect, decay and demolition. Speaker topics included conservation philosophy and approach, and practical advice on concrete conservation.

110 people attended the seminar. Of the 59 who filled in a survey, 49 came with a professional interest and 10 with a personal interest only. Attendees included organisations entrusted with heritage assets; heritage professionals from the private sector such as architects and engineers; and from the public sector such as conservation officers and council representatives. There were also a number of post-graduate students studying archaeology or other relevant subjects.

³ Jane Sidell, Inspector of Ancient Monuments, Historic England

Participants said that they had gained sector knowledge that will help them to improve their professional practice and their understanding of conserving military architecture. Almost all of those who completed a survey scored 3 out of 3 for gaining new knowledge of conservation of impermanent architecture, and of military heritage assets; almost all scored 2 or 3 for gaining new sector knowledge in other areas (with approx. half scoring 2, and half scoring 3).

They particularly appreciated the chance to share with sector colleagues and hear about case studies.

- *Really appreciated this day. So few chances to share techniques, problems and issues on these sites.*
- *Raised my awareness of the content of sites that are at risk - lots of like-minded people committed to saving sites. Great to share experience and see different approaches.*

Many attendees said that they had learnt specific and practical information about the conservation of concrete structures, and that this was the most useful thing that they had learnt about. They were also interested in funding and management of conservation projects, conservation policy and philosophies, approaches to authenticity of restoration, and visitor engagement.

- *A fascinating series of talks covering the diverse landscape of contemporary military history.*
- *I think the different aspects of concrete conservation were of particular interest, but ALL the talks were of great interest.*

A number of attendees said that they were particularly interested in the Kenley Airfield case study and lessons learnt with regards to the thaumasite issue outlined in Section 2.3

Many attendees said that they would be sharing what they had learnt further afield, through applying new knowledge through their professional practice, or through sharing of case studies.

- *the information and networking is crucial in informing my strategic advice: keeps me up to date with sector experiences, e.g. lessons learned from live building trust and conservation projects.*
- *Whatever the type of site, the conservation/management issues are common. Interesting to see how similar solutions were developed. Kenley needs to write this up and disseminate for sector benefit.*

Attendees would have liked more opportunities to network, which would have been helped by having a delegate list. This would have helped to share knowledge even further afield. Attendees rated the event highly (50 of 54 scored the event 3/3, 4 scored 2/3 and no one scored 1/3).

- *REALLY great, well organised event that was very helpful and good opportunity to network. The best thing was the variety of speakers and topics. I would like to see more on conservation and repair of concrete structures in particular.*

The work done at Kenley, shared through the Conservation events, has spread through word of mouth – and the Inspector for Ancient Monuments reports that colleagues are contacting her for advice on similar projects. It is hoped that when time permits, Historic England will publish a case study on Kenley for wider dissemination.

The project will also inform Historic England's thinking around assessing significance, and the balance between conserving authentically, and conserving sustainably.

2.5. The difference the project has made: heritage is better interpreted and explained

Interpretation through activities

The majority of interpretation to date has been delivered through activities. *Please see Section 3.4: people have learnt about heritage.*

Digital interpretation

A Kenley Revival project website has been created, which includes a comprehensive history of Kenley Airfield, supplemented by blog posts, online archive material and oral histories.

The online archive features 143 objects, documents and photographs, and eight oral history recordings. These include Historic England's aerial photographs of Kenley Airfield from 1947; images of RAF war graves; a collection of photographs donated by people who have connections to the site: for example, Stan Ford's collection of 20 photographs of his colleagues who served with him during the War. There are also photographs of important points in Kenley's history, such as Winston Churchill's visit to Kenley in 1939. Objects include military artefacts such as bullet cartridges, gun casings; items linked to planes such as altimeters and clocks and parts of a crushed hurricane and commemorative badges. There are collections of domestic everyday objects from the period, such as food and drink packaging, clothes made during wartime and children's drawings. Documents include newspaper articles relating to key points in Kenley's history, such as the departure of RAF personnel from the site in 1966; military records including air combat reports; RAF service records and daily logs, and programmes of events such as the Battle of Britain anniversary celebration.

The website is reaching approximately 1000 users per month. Major events have had a significant impact on digital engagement: Sky Heroes attracted around 8,000 Twitter and 8,000 Facebook impressions. Highlights from the archive shared through social media are typically reaching around 600-800 people per post.

On site interpretation and touring exhibition

Design of interpretation has been a lengthy process, with many lessons learnt, and signage is still to be installed on site. An exhibition designer was commissioned to write and design

the interpretation in consultation with volunteers and Friends of Kenley Airfield, who acted as fact checkers. In retrospect, a more effective model would have been to allow content to be created by the volunteers and Friends, with early fact checking from a military historian, and for the exhibition designer to incorporate that content into design work.



Further challenges to the timetable arose when relationships between the exhibition designer and their subcontractor broke down – this led to lengthy delays. The onsite interpretation has now been designed and is due to be installed next year.

The original aspiration for the touring exhibition was to design a semi-permanent high-end exhibition which would remain on site for short periods at a time. It became apparent that a better use of resources would be to have a portable exhibition which could be taken to events.

The resultant exhibition display panels were completed in October 2019. These provide a resource that can be used to support events delivered as part of the legacy package.

2.6. The difference the project has made: heritage is now identified/recorded

Archaeology project

As part of the archaeology project, MOLA has provided a comprehensive report, including topographical and historical background, a condition survey and a record of the archaeological features. The report includes recommendations for future preservation. The archaeology project has established the nature, date, purpose and state of preservation of buried features, assessed the condition of any surviving archaeology, and recorded and preserved the archaeology before it suffers any further damage.

Oral histories:

Kenley's heritage is as much about the people who lived and worked there as it is about the wartime structures. An important part of the project has been to capture the stories of the people who lived and worked on the Airfield. A series of oral histories are now recorded on film that document first-hand experiences of the site.

Volunteers are integral to this process: David Meanwell has now produced five films, which are available on the website, making good use of his expertise and experience of documenting the oral histories of veterans of Bomber Command in Lincoln. Volunteers have also made transcripts of the oral histories, which are available on the website. Volunteers received training in best practice in recording oral history from MOLA.

Oral histories recorded so far include those of the only surviving pilot who flew from Kenley in the Battle of Britain; the memories of a WAAF from World War II, of the Blitz and planes

flying overhead; a woman who was in the Land Army; a woman who was in the women's junior Air Corps; and the extensive knowledge of decades of Kenley's history from a man in the RAF in World War II.

A recording of the written memories of Lillias Barr, an Assistant Section Officer of the Kenley Women's Auxiliary Air Force was made and presented as part of the Women at War programme. This is available on the website.

Case Study: the contribution and impact of lived history

'It was a privilege to spend time interviewing Stan Ford. Stan was a fitter for 615 Squadron and was at RAF Kenley on the 18th August when the airfield was heavily bombed. He told us about that day, but also day-to-day life at RAF Kenley, his training before the war, and his many friends – some who survived the war and some who did not.'

As work continues on the blast pens at Kenley – it was interesting to hear his description of how aircraft were made ready for take-off. His Hurricanes were normally parked on the grass airfield, pointing in the right direction to take off when the orders to scramble came through. The fitter (Stan) would be in the cockpit, ready to start the engine, seated on the pilot's parachute. After starting the engine, Stan would hop out and the pilot would jump in, buckle up the parachutes and harness then take off as quickly as possible. This reduced the time it took to scramble the aircraft. According to Stan, the blast pens were used mainly for testing. This was just one of the many interesting stories about Stan's time at Kenley and elsewhere during WW2. We spent nearly two hours recording his experiences, this will provide a wealth of information on the Kenley site and life at Kenley during the Battle of Britain.'

It's a privilege to meet and talk with these people about Kenley and their lives and experiences – which were often traumatic – and to give them space to remember and share. The Airfield was starting to decay and Kenley Revival has been timely focusing local attention on its importance.'

David Meanwell (volunteer)

Collections

There is a small selection of objects held at Kenley, such as finds from the community archaeology events. These were not deemed to be of historic value and are consequently not conserved or organised into any coherent archive (apart from the online listing). They will probably remain at Kenley's Merlewood office unless a local collection is identified as a suitable repository (publicly accessible, suitable storage etc).

The difference Kenley Revival has made to people



‘The whole experience has been wonderful. I have met so many interesting people who have shared their love of the Airfield.’ Kenley Volunteer

3. The difference Kenley Revival has made to people

3.1. The difference the project intended to make: outcomes for people

Aim 3: Empower, involve and inspire people to explore, record and take ownership of Kenley's World War II heritage.

Outcomes:

- develop exciting and accessible opportunities for people to engage with, and learn about, the heritage,
- create community archaeology opportunities to involve people in hands on conservation,
- create interesting and rewarding opportunities for people to volunteer,
- involve audiences in the research for, and production of, all interpretation,
- develop a formal learning programme to involve schools,
- create an online resource of memories, documents and photographs, and a catalogue of artefacts.

Heritage Fund outcomes: People will have developed skills, People will have learnt about heritage, People will have volunteered time

3.2. What happened?

Approved Purpose	Progress against approved purpose
Community archaeology programme under supervision of experienced field archaeologists comprising investigative works and recording on over 20 significant assets including blast bays, slit-trenches, foxholes, pathways and Parachute and Cable defensive system networks	<p>Three annual archaeology festivals were held, with 250 participants in total. The festivals included public digs, guided tours, handling sessions, community stands and a youth programme.</p> <p>The Conservation in Action programme has reached over 200 participants, including volunteers (including young volunteers) and schools. Activities have included hands on conservation activities such as clearing the blast pens, and conservation tours of the site and assets.</p>
Educational programme which will comprise of educational site visits and outreach including an online educational resource, 'hands-on' loan boxes and displays including a touring exhibition	<p>Two Learning Festivals delivered, reaching over 3000 participants. The first Learning Festival in 2017 attracted schools to onsite activities over 5 days. The second Learning Festival in 2018 included a Learning Festival Roadshow, Remembrance Programme and School Design Competition.</p> <p>The Learning Festival Roadshow toured to six local libraries, offering workshops for schools and families.</p>

Approved Purpose	Progress against approved purpose
	<p>The Remembrance Season included lectures, workshops, school assemblies and film screenings for informal learners and for schools.</p> <p>School design competition: winners in six age groups were chosen by a panel including the aviation artist Barry Weekley. The overall winner, a year five pupil, had her design incorporated into a Barry Weekley painting.</p> <p>Around 40 guided tours delivered to schools, uniformed groups, special interest groups, and veterans' groups, reaching over 1,700 participants. Guided walks themes included wildlife walks, Battle of Britain, and Pilots and Pets.</p> <p>Around 20 handling workshops delivered onsite to schools and uniformed groups reaching 798 participants. The Hardest Day event in August 2019 attracted 250 participants.</p> <p>Around 70 workshops have been delivered off site for schools, and specialist interest groups such as veterans' groups and model flying clubs, and professional groups such as the Archaeological Forum. Some workshops were delivered in collaboration with other Heritage Funded projects such as Wandle Park. A presentation was given on Heritage Funded projects at Salters Hall.</p> <p>Five screenings – Reach for the Sky (x2), Angels One Five and Spitfire (x2)</p> <p>A Heritage open day in 2017 and Sky Heroes open day in 2018 reached 3,000 and 5,000 people respectively.</p> <p>The 2018 Women at War season included a Home Front Day at Turf Projects, a performance of Amy Johnson's Last Flight Out, and Jason the Gypsy Moth school workshops, reaching a total 145 participants.</p> <p>Loan boxes for KS2 and KS3 including World War II artefacts that explain the Kenley heritage, with ready-made, easy-to-use lesson plans for teachers were launched in 2017. The take up from schools was low (schools said they wanted to visit the airfield guided by experts), but the loan boxes have been used to support workshops.</p> <p>Learning Resources are available online: each category (e.g. KS2 WW2) has a lesson PowerPoint, lesson plan, set of maps, set of worksheets, inventory for the loan box with teaching notes, list of pre/post activities, loan box agreements. There are also 4 self-guided walks (WW2, 5-10 years/WW2 10-16 years/ nature 5-10 years/ nature 10-16 years).</p>

Approved Purpose	Progress against approved purpose
Volunteer opportunities will be provided, and a volunteer resource and storage space will be developed at the nearby Merlewood Estate Office.	<p>Approximately 90 volunteers were involved in the project, supporting a number of activities including researching, archiving, writing content of the website, oral history recording, and supporting the learning programme. Two work experience placements have been delivered.</p> <p>Formal training has included archive training, oral history recording and WordPress training.</p> <p>A youth volunteer programme was delivered over 5 sessions in summer 2019.</p>

3.3. The difference the project has made: people have developed skills

The **project has enabled staff and volunteers** to gain new skills through participating in the following formal training sessions:

- Oral History Recording Training by the British Library, attended by all oral history volunteers,
- ASD training for staff and volunteers working the Learning Festival, delivered in house,
- WordPress training for all website volunteers and project team delivered inhouse,
- Photography for Archives Course delivered by Museum of London, attended by the Project Manager, and Learning and Volunteer Officer,
- Volunteer Training delivered by Directory of Social Change,
- Staff (who have now moved to other posts) also received training in Outcomes Framework through MDO; Tours for Families delivered by Museum of London. One staff member gained GEM museum teaching accreditation and another gained Associateship of the Museums Association.

The project team report that they have developed the following skills through managing an NLHF project:

- Project management skills, including organisation and planning skills to support events management; presentation skills; time management; problem-solving and evaluation methods,
- Technical skills, such as conservation knowledge relating to Impermanent Architecture and managing a scheduled ancient monument, conducting archaeological digs, archiving objects, photographing museum collections,
- People skills, including managing the volunteer experience,
- Skills in oral history interviewing and recording,

- Corporate communication skills, including media presenting, article writing, working with stakeholders and networking,
- Reporting and evidence collation.

Team members who have now moved on to other jobs have remained in the heritage sector and their experience at Kenley has resulted in transferable skills that continue to benefit the sector: *'I was fortunate to be Project Manager for the Kenley Revival Project from the commencement of delivery in May 2016 until September 2018. This was a varied, exciting and challenging role and accelerated my career as a museum and heritage professional significantly. My key learning outcome that I applied from this role to other subsequent posts is resilience. In terms of being able to juggle multiple priorities, making decisions which have significant impact and how best to use the funds that are available. My personal resilience has developed considerably over this post which has now led me to managing a museum service.'* Marie Tulley-Rose (now Museum and Archive Manager, Museum of Croydon)

Skills development for volunteers

Kenley volunteers had opportunities to get involved in a wide range of activities through which they developed different types of skills. These included being involved in tours and events as a volunteer; working on publicity; and helping with activities in craft and learning. Some have been involved in archaeology, the archive, research and in collecting oral histories.

As a result, volunteers say they have developed the following skills: craft activities with children; use of WordPress; archaeology (recording & documenting); research; communication; and operational and tactical skills such as litter picking and car park supervision. One volunteer gained employment with the City of London Corporation as the Kenley Revival Legacy Officer to continue delivering project related activity for a further 18 months

One volunteer had been keen to use his professional skills to develop the Kenley website *'I rather wish that my experience in website development had been taken aboard at the start. A missed opportunity. The navigational structure of the site is very poor and needs a total re-think.'* Others wished there had been more opportunity to get involved in research and archaeology.

Events and activities have also provided opportunities for skills development. The case study below indicates how archaeological activities for volunteers and the community have resulted in new skills as well as new understanding of different aspects of the site. The first archaeology project involved 25 volunteers in a week-long dig, as well as engaging 150 participants via guided tours and children's activities.

Case Study: Building new skills through community archaeology:

The Community Archaeology project is an example of how the Kenley Revival project developed skills through encouraging the involvement of the local community in investigating, interpreting and managing their historic environment, in particular that of Kenley Airfield. Volunteers at all levels were offered opportunities to gain practical

experience of archaeological field work, including building recording and field techniques, to assess and record the archaeological potential of the site, the condition of any surviving archaeology and the impacts from past and future land-use in order to inform future conservation and management of the site. MOLA gave all volunteers training.

All of 20 volunteers surveyed said that they had a better awareness of the history of Kenley Airfield and Common as a result of the project, for example '*what various parts of the airfield are actually for.*' The majority of volunteers said that they had learnt about the archaeological process, including the meaning of a Scheduled Monument and how detailed the excavation process is.

18 of the 20 volunteers surveyed had learnt new skills, including

- Surveying, measuring and recording skills, including drawing and photographing,
- Digging skills, including digging in layers and removing earth from dig sites,
- Using a metal detector.

Of the remaining two, one already had skills, but was keen to share them with other people. Volunteers also appreciated learning from a professional archaeologist.

Volunteers particularly enjoyed the opportunity to get their hands dirty and were excited by finding objects. The success of the first Community Archaeology Dig was consolidated in a further session in July 2019 at Kenley Airfield. This involved 30 volunteers across a fortnight. As a result, several new finds were excavated. These included concrete rings, which were found to be anti-aircraft gun emplacements; the base of a building near the fence line, close to where the Canadian Flight Hut and Plane Tie-Down Point were discovered in 2018. Smaller incidental finds included a piece of NAAFI china used during World War II, and a badger skeleton.

Public interest in archaeology was further fuelled through a public Archaeology Open Day in July 2019 attended by 100 people, with tours led by Jane Sidell from Historic England.

3.4. The difference the project has made: people have learnt about heritage

There have been a wide range of learning outcomes across a range of activities and events – including formal learning festivals and workshops targeted at schoolchildren, a varied informal learning programme for the general public for all ages and learning through volunteering.

3.4.1. Participants have learnt more about:

The role of Kenley Airfield in WW2:

86% of teachers who were surveyed during the second learning festival said that their students had learnt more about this topic. KS6 pupils who came to workshops in 2019 filled in picture based surveys about what they had experienced – and demonstrated that they understood what the rifle ranges and blast pens were for – and how important they are as

tangible reminders of Kenley's role *'[I learnt] That a blast pens are ancient monuments and you can't dump them!'*

Schools and teachers attending workshops who filled in a post-event survey all felt that historical information provided covered the role of Kenley in WW2 and that they would return for other events.

Workshops led to greater appreciation of having such an important place in their local area: *'it's our heritage and was a big part of fighting in WW2 - something we should be proud.'*

The importance of the Battle of Britain:

86% of teachers who were surveyed during the second Learning Festival said that their students had learnt more about this topic.

People stories – the different roles played by people on the airfield:

71% of teachers who were surveyed during the second Learning Festival said that their students had learnt more about the role of pilots in WW2.

School workshops provided an overview of the history of RAF Kenley and its role in the Battle of Britain. Using the profiles of real people at RAF Kenley, learners were encouraged to define the term heritage and think about how shared experiences, identity and changing social patterns resulting from WW2 impacts on the heritage of a place. Specific objectives were defined for KS2, KS3 and GCSE.

57 pupils attending workshops in 2019 were asked to fill in picture-based surveys about what they had learnt and enjoyed. The results demonstrated an understanding of the different roles played on the airfield, including cooks, Observer Corps lookouts, a radio person or a chef: *'That lots of people worked together to ensure the safety of the pilot.'* They also understand the importance of iconic figures such as Douglas Bader.

Creating awareness of the different roles played by men and women in war time:

The Women at War Month 2018 explored the new active roles that women took on at the Airfield during WW2 including the Women's Auxiliary Air Force, the women who packed parachutes and operated barrage balloons and female members of the Air Transport Auxiliary. A variety of different activities related to life in war time ran throughout the month at different sites, including Croydon Airfield, Caterham Library, Croydon town centre, and local schools. These were on the themes of Make-do and Mend, Food Waste and Rationing activities - weighing scales were provided so that people could see the small size of the ration amounts. The Make-do and Mend session included a corsage-making activity using ribbon, raffia and buttons. Images were on show for people to see what kinds of clothes people made; meals they cooked because of rationing and images of women in their different uniforms and working in many different environments.

The Women at War season also featured a performance of Jenny Lockyer's play, Amy Johnson: Last Flight Out, performed at Matthews Yard in Croydon. This had a full house,

reaching a total audience of 145 who were invited to talk to the Kenley team about the project afterwards, and a table was set up with artefacts and information. Audience surveys show that one third of audiences had not heard of Kenley Airfield or of the Kenley Revival project - so this event proved an effective route to creating awareness and engaging a new and different audience with World War II.

School workshop content also featured information about the role of women at Kenley in World War II, causing one pupil to comment that *'I found it difficult that only the men could be commanders'*: another found it sad that *'the women were given less responsibility than men.'*

The different cultures who contributed to Britain's war effort:

The diversity of the men who served at Kenley during World War II has been documented on the Heritage and Memory learning resource developed through the project. This identifies the many nationalities who served at Kenley in World War II, such as Pilot Mohinder Singh Pujji, shown in this photograph.

This has made an impression on participants: one cadet commented on how *'many cultures have contributed to Kenley's heritage.'*



What Kenley means to the community

Volunteers say they have gained greater insight to the uses of the Airfield from World War I through to World War II.

They have been surprised by how much knowledge and enthusiasm other people have for the airfield, and the extent of local interest in it. The archaeology programmes have made them realise how much more there is to learn about Kenley's past *'There is more to be found in the ground.'*

Case Study: Learning Festivals

Kenley Revival organised two Learning Festivals, in June 2017 and in 2018, that reflect the project's commitment to inclusivity and accessibility. Parents only had to pay £1.50 to schools to cover other expenses, making it affordable as the event itself was free.

The 2017 Learning Festival enabled schools to spend a day on Kenley Airfield and learn about the many aspects of its heritage. 850 KS2 and KS3 children from local schools attended, as well as further afield from Croydon. One day was reserved for a local school with additional needs. The aim was to develop children's understanding of Kenley's role in World War II as an operational airfield during the war, with blast pens, rifle range, and air raid shelters. Children experienced the sound of an air raid siren and could sit inside replica aircraft. Tours, games, exhibitions, a Battle of Britain show and workshops enabled them to learn about World War II and the Battle of Britain and were linked to STEM curriculum. They were able to try on replica uniforms and find out about the different roles of their wearers. Kenley's natural assets were explored through forest school activities and workshops.

All teachers who attended the Learning Festival said their pupils gained new knowledge and understanding of Kenley and World War II: *'the children get to feel it – the dressed-up people, different to museum where all is behind glass – hands on experience.'*

Schoolchildren were engaged and inquisitive to find out as much as possible about the airfield: bombs and explosions; the rifle range; what it would have been like for children to be in the shelter. Coming into contact with aspects of the past that were very different from their daily experience held great appeal. Dressing up, sitting in a plane, making World War II posters and handling gas masks really animated them - *'A once in a lifetime opportunity!'* (Year 4 child, St. John's Primary School).

Teachers felt the Learning Festival enabled their pupils to gain a more in-depth understanding of World War II, *'it links to one of our history objectives'* and *'brought all aspects to life'* including the role of the WAAF. They felt it had created *'Respect and admiration for those involved in WW2'* and their experiences had stimulated their pupils' imagination. They noted the amount of questions they asked and how engaged they were.

The Learning Festival Roadshow in 2018 presented workshops in neighbouring libraries in Caterham, Bradmore Green and Selsdon. These were designed to increase awareness of Kenley Airfield for parents and children or for teachers and their pupils in local neighbourhoods. Parents and teachers praised the enthusiasm of the workshop leaders and the range of activities. The hands-on activity children had most enjoyed was making a model of a Spitfire, one of the aircraft that played a key role in World War II. The children were also interested to learn about female pilots such as Amy Johnson and Mary Ellis.

Teachers found the content of the workshops well-structured and well-organised and the sessions had succeeded in engaging their children. Half of the children had visited the Airfield. For the 60 children from Forest Dale School in Croydon who attended the Selsdon workshop this was part of a process of introducing the children to World War II as they were due to sing in a concert to commemorate the Battle of Britain. This workshop had increased their understanding of the Battle of Britain and the important role of Kenley's within it - and had made them more aware of the heritage of the local area in which they lived.

3.4.2. Participants have particularly valued learning through these aspects:

More in-depth learning about curriculum topics:

Teachers participating in the learning festivals said that it met their objectives of knowing about their local area's role during a historical event; and developed their pupils' grasp of historical values and context which linked well with the topic of World War II. *'it links to one of our history objectives'* and *'brought all aspects to life'* (Teacher, Learning Festival).

Interactive experiences:

For **schoolchildren** *'Lots of things to see and 'kind people'* had made visiting Kenley Airfield an enjoyable experience. They enjoyed dressing up in World War II uniforms *'Got to wear a hat!'* and seeing heritage they felt was *'real'*, such as the doors of the bomb shelter.

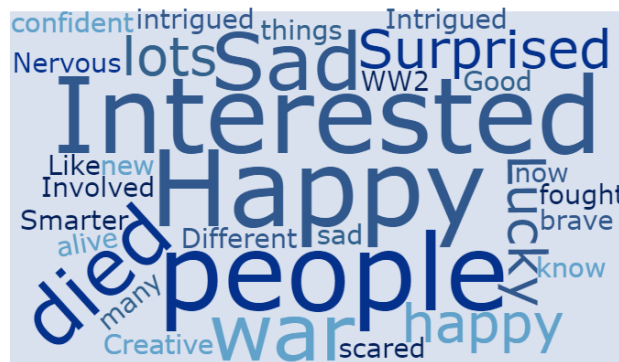
'The children get to feel it – the dressed-up people, different to museum where all is behind glass – handle objects – lads keen for hands-on experience.' (Teacher, Learning Festival)

Authentic experiences:

When asked about their favourite thing on their workshop and tour, Year 5 children from St Francis School enjoyed being able to see and touch authentic objects - for 18 of the 57 children who gave feedback the high-point of their experience was touching and feeling the bullets. This links closely to a further favourite thing - the opportunity to see the rifle range. Another aspect of the visit that made an impact was the opportunity to choose a character and dress up. Children became an Observer Corps lookout, a radio person or a chef, and they enjoyed re-enacting the jobs. They enjoyed going inside the bunkers and getting some sense of what it must have felt like to be there. Importantly, the experience was *'lots of fun'*: the workshop provided experiences that the children remember and learn through.

Emotional engagement with the subject:

The common factor that creates a reaction in visitors to Kenley Airfield is hearing the personal stories of the people who lived and worked there and the realities of life in the front line of war. People whose experience of the Airfield is limited to knowing it as a site for bike-riding and walking have often been surprised to find out about its vivid and extraordinary past in defending London in World War II. One child created a poster with a memorial to the *'people who cried for us'* which shows the emotional impact of seeing some of the realities of World War II. Teachers noted how engaged children have been by handling authentic objects. Words that children used to describe their experience included: *'excited, amazed, intrigued, creative,'* - but also *'scared by war'* and *'lucky to be alive.'* Children were enthralled by *'seeing how pilots drew on the wall in the shelters.'* Sky Heroes attendees were often moved by hearing personal stories and talking to people with a real knowledge or lived experience: this seemed to resonate with many visitors at the event. One attendee reflected *'The historic memory we need to maintain'* and one interviewee felt that the day had prompted her to remember *'our boys'* the Armed Forces in all wars and war zones today.



Enjoyable, memorable experiences

'I thought it was a fantastic trip which our class will never forget. Thank you so much for letting us visit!' Kenley Primary School

Interaction with the project team and volunteers

'The staff were amazing. They made the experience for the children. We had a lovely day and thank you for having us.' Teachers attending the second learning festival

Case Study: Learning through public events

Sky Heroes was a public event that allowed attendees to experience five specific areas of Kenley Airfield's heritage. The event included displays and activities on aviation and gliding; archives and community archaeology finds, nature and environmental displays; re-enactments, vintage displays and music at Portcullis Field. Most people had visited or were planning to visit all or most areas of the site.

Re-enactments were the most popular activities, followed by aviation and displays of planes and vehicles. Visitors highlighted the following displays: heritage and learning; Hurricane; memorial; control room; fragments; tour round bomb protections. Of the 135 comments on what visitors enjoyed most, only one comment referred to the nature display. Visitors valued seeing authentic objects from the archives, including letters from airmen shot down at Kenley; hearing personal stories and the air crew lecture; and war time aspects of the site such as bomb disposal, army vehicles, air raid shelter and control.

Memorable moments that brought the Kenley story to life included *'Meeting a real pilot (& 11-year-old son loved it), music, Hurricane flypast, vehicle jeeps and going in the bunker.'* The event also brought in aspects of the local history: *'Reading about RAF pilot Trueman as we live on Trueman Road,'* (Local resident). They commented on *'how well maintained the field is, the commitment of the volunteers.'*

Events such as this created awareness of Kenley's stories and significance: 34% of visitors surveyed said that they had limited or no knowledge of the Kenley Airfield and its role and history including during World War II, but they had learnt more and found out information by attending the event. 14% said that they had no knowledge at all of Kenley's historical role before attending the event. They wanted to know more about Kenley's role in World War II - for example, how many planes landed here or crashed; the blast pens and the location of fuel dumps; the role of women; top pilots, life in the Officers Mess, and more personal stories of people working out of Kenley.

3.5. The difference the project has made: people have volunteered time

Building the volunteer team

Kenley Airfield has benefited from the work of the Kenley Airfield Friends Group since 2003. The Kenley Revival project gave the opportunity to further utilise the skills and knowledge of the Friends of Kenley Airfield, but also to recruit new volunteers to support project activities. Approximately 90 volunteers have been involved with the project.

Kenley Revival recruited volunteers through a variety of differing sources showing a good reach by the recruitment campaign, run by the Project team. Sources included Kenley Airfield Facebook Group (38%); local newsletters, press and leaflets; Caterham Volunteer Centre; and by word of mouth.

The project created a variety of different roles for volunteers, including archaeology sessions; supporting events and activities; restoration and conservation; helping with administration; and creating content for the Kenley Airfield website and social media. Other volunteers have undertaken history interviews and worked with the education sector, for example as a guide during school visits.

Volunteer motivation

Volunteers were particularly motivated to volunteer because of their interest in the Airfield.

Reasons that people volunteered their time (Volunteer survey 2017)

An interest in the Airfield and wanted to be involved;	92%
To volunteer in their local community setting and bring knowledge and understanding of local issues and of the geography and environment.	46%
An interest and enthusiasm for the local area	38%
To share their professional skills in their volunteering role.	31%
To develop their personal skills and include the voluntary work on a CV	15%

This is also reflected in the reasons for choosing to support particular activities - 69% selected activities that seemed interesting to them and 38% chose activities that were happening at a particular location or time that fitted in with their other commitments.

People wanted to help others understand what they felt was the importance of Kenley, to help preserve the legacy of the airfield:

'I have an interest and passion for making local and aviation history come alive to others '

'I hope that we can inform more people about the historic importance of RAF Kenley and protect this heritage for future generations.'

'To be part of the team preserving and promoting the airfield, its achievements and artefacts'.

Defined outcomes from the project were important to volunteers - *'that the project will leave the airfield in a better state than when it started...'*

Volunteer demographics

At the time of the 2017 volunteer survey⁴, the majority, (62%) of volunteers who were volunteering on a regular basis were 26 - 59 years of age; 23% of volunteers were 60 - 70 years of age; 8% of volunteers were 19 - 25 years of age. All volunteers described their ethnic background as white British. 15% said they were disabled. Over half had come from managerial and professional occupations.

Events and activities such as the archaeology programme and youth programme have involved people from a wider age range; however, there is no evidence to suggest that those people have gone on to become regular volunteers.

Case Study: Diversifying the volunteer team/Youth programme

In 2019, a youth volunteering programme was initiated, offering work experience for 15-16 year olds every Monday morning for 6 weeks. Volunteers were recruited through schools, local youth groups and the local gliding club. Eight young volunteers signed up, and around five attended per session.

Participants were involved with contributing to the website, writing blog entries, photographing the second archaeology open day, and designing an Escape Room style activity which is ready to be rolled out by the project team.

All of the participants have been given references, and received a 'passport' which showed which activities they had been involved in.

Participants said that they had gained skills in group work and working independently, communication skills, writing online content, cataloguing objects, designing activities and understanding of archaeology.

They particularly enjoyed hands on activities, such as the chance to 'pitch' an activity *'The hands-on nature of the project has been awesome'*. Riding in the back of the land rover was particularly popular.

The programme has provided valuable learning for the team which they plan to apply by engaging more with the cadets who are based on the airfield.

⁴ The volunteer survey 2019 did not generate sufficient returns for robust demographic analysis.

Volunteer experience

Volunteers were positive about their experience: *'one of the best run projects I've been involved with – people really know what they are doing!'* Volunteers say they have particularly enjoyed activities that brought them into contact with other people, including doing the guided tours; helping with the learning programme in primary schools; research and doing the oral history interviews and archaeology. They have also found it rewarding to meet others with an interest in the Airfield.

'I just wanted to say how much I'm enjoying volunteering. The sessions are always really friendly, open and collaborative and it feels like we're working towards something really new and exciting.' Education volunteer, 22 years old

The difference the project is making to communities



'It made me feel like I'm standing on history. Kenley is part of our country's history and we wouldn't be here without those pilots.' Cadet

4. The difference Kenley Revival has made to communities

4.1. The difference the project intended to make: outcomes for communities

Aim 2: Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation.

Outcomes:

- Deliver a unique and inspiring programme of events and informal learning opportunities to draw people to Kenley,
- Increase the number and diversity of visitors to Kenley Common,
- Increase the number of local people who choose heritage as the main purpose of their visit,
- Promote wildlife and habitat conservation alongside heritage conservation.

Heritage Fund outcomes: More and a wider range of people will have engaged with heritage; The local area/community will be a better place to live, work or visit.

4.2. The difference the project has made: more people and a wider range of people have engaged with heritage

Prior to the Kenley Revival project, the Airfield and its history was mainly known to a small group of people with a passion and knowledge for local history and/or military history.

As a result of the project:

- Nearly 20,000 have engaged with the heritage through formal activities, as of Sept 2019,
- Over 2,700 schoolchildren have been engaged through workshops and learning festivals,
- Large scale events such as Sky Heroes have brought people to the airfield who were not regular visitors: 45% had come especially to Kenley for the Sky Heroes event, and 25% came across Sky Heroes rather than making a special visit for the event. Of these, 34% had little or no knowledge about the role of Kenley in the past but had learnt more by attending the event. 35% of attendees came from outside the area (CR postcode which includes Croydon - South London; North West and central Surrey),
- Large scale events such as Sky Heroes have also brought a younger audience to the site – 69% of attendees were under 60 years old,
- Younger people have been involved through the youth volunteer programme,

- The project has generated press activity which will have reached further afield – Sky Heroes alone generated 12 online articles, 5 print articles, 2 TV interviews with London Live (available on YouTube) and 1 radio interview with BBC Radio London
- The website is reaching around 1,000 people per month. Around three quarters of visitors are within the UK, but there is a significant reach in the US, as well as smaller numbers of visitors from Canada, Poland, Australia and India.
- Physical access on site is problematic – there is a long walk between each heritage area. The team have been able to mitigate this on large event days by providing a land train. The team have also made efforts to make tours accessible for people who are disabled in other ways. A visually impaired tour participant gave the following feedback: *'Thank you kindly for the wonderful tour of RAF Kenley you arranged and lead for us on Saturday. I really found it very interesting and your explanations was so vivid that I felt I could see'*.
- Older people who may be less able to access parts of airfield, or go on tours have participated in talks and tours; of 70 people who filled in surveys as part of the remembrance season in 2018, 35 were between 60-74 years old, and 26 were over 75 years old.

4.3. The difference the project has made: the local area is a better place to work, live or visit

- Local people are acknowledging the connection between their local area and a nationally significant history: *'We are so lucky to have so much history on our doorstep.'* (participant, Pets and Pilot tour 2019); *'[I enjoyed] reading about RAF pilot Trueman as I live on Trueman Road and going in the bunker'* Sky Heroes Participant.
- Local people feel proud of this connection: *'This workshop made me feel proud of Kenley'* Yr. 6 student, Hayes Primary School poster workshop.
- Local people appreciate large scale engagement events as a means of bringing the community together: *'It is a local event and has brought community together'* (Sky Heroes attendee). 70% of the 5,000 attendees were local residents.

The difference the project is making to the organisation



It feels like we're working towards something really new and exciting.
Volunteer

5. The difference Kenley Revival has made to the organisation

5.1. The difference the project intended to make: outcomes for the organisation

(NB, no specific outcomes for the organisation were specified within the original application)

5.2. What happened?

Approved Purpose	Progress against approved purpose
F/t Project Manager and p/t Learning and Volunteer Officer employed for three years, supported by the ranger team.	Project Manager and Learning Officers have been in post since the beginning of the project. The Learning and Volunteer Officer role was made full-time to cope with the demands of delivering the ambitious activity programme. The City Corporation also secured funding from its own resources for an Events Apprentice and a Legacy Officer.
Exit strategy and evaluation	<p>Evaluation has been ongoing; the team have had regular meetings with external evaluation consultants and an interim report was submitted in 2017.</p> <p>Work on a legacy programme began in 2018, and a legacy workshop with project staff and Friends of Kenley Airfield helped to inform the final proposal. As a result of this process, the City of London corporation created a Legacy Officer position for a further year post NLHF project completion.</p>

5.3. The difference the project made: the organisation is more resilient

Prior to the Kenley Revival project, preserving the heritage asset was championed by a small but dedicated committee of volunteers (The Kenley Airfield Friends Group). While the City of London Corporation was the custodian of the asset, there was no dedicated member of staff. Through the Kenley Revival project, two full-time staff posts - Project Manager, Learning and Volunteer Officer and a traineeship (not NLHF funded) have been created. The project has also been supported by one of the rangers, who runs the oral history project and the conservation monthly volunteers/also delivers educational events.

Organisational resilience has been increased in the following ways:

Organisational learning and evaluation: The team have consistently reviewed key events as they have happened, organising debrief sessions with volunteers, and reviewing data

collected with the external evaluators. Lessons learned have been documented to inform future activity.

Increased understanding of organisational capacity required: Staff have reflected that larger projects and events such as the Learning Festivals and archaeology programme have required significant staff resource, and more than originally anticipated. While volunteers play a valuable role, they cannot provide a substitute for paid staff. This understanding has underpinned the City of London Corporation's decision to appoint a Legacy Officer to deliver the first year of the legacy package.

Gaining knowledge and new skills: The team have participated in a number of training sessions, described in Section 3.3. In addition, they have learnt from peers across the sector through a number of visits to and consultation with comparator organisations. Examples include Brighton Museum, for a knowledge sharing session with the project team and the Curator of the exhibition. the Land Girls, on the role of women in wartime has informed thinking on future programming, and Tower Bridge and Visitor Development.

Sharing knowledge and building reputation: as a result of new expertise accrued through the project, project team members have shared their knowledge and experience through events and presentations including Volunteer Recruitment and Selection training at the Museum of London, and a sharing event at Salter's Hall 'Building an Education Programme from Scratch.' The 2017 Learning Festival appeared as a case study on the GEM website.

Sourcing and building partnership opportunities and resources: The team have consulted with a number of organisations in order to build long lasting relationships. They include

- A professional fighter station network has been developed and established with other key heritage sites, including Biggin Hill, Uxbridge, Hendon and Bentley Priory,
- Programming opportunities with Wandle Park, Keats House, David Lean Cinema, West Ham Park and Epping Forest,
- Audience development with Caterham Volunteer Bureau, local WI groups,
- Event delivery opportunities with various re-enactment groups, and local artist Jenny Lockyer (Amy Johnson performance),
- The team have built confidence amongst local schools that they have a strong learning offer. 100% teachers said they would come back to the Learning Festival.

Increasing volunteer engagement and satisfaction, through opportunities to engage with visitors and schools. The valuable input of the volunteers has been acknowledged, and for their outstanding contribution Kenley volunteers have been nominated by the Learning and Volunteer Manager for a Team London Volunteer Award for the 'Culture in London' category: these Awards celebrate individuals and corporate volunteers making outstanding contributions to their communities. However, the team have learnt that for some activities, particularly the larger scale events, adding more volunteer resource increases the demands on paid staff without offering significant additional capacity.

Conclusions



'It's our heritage and was a big part of fighting in WW2 - something we should be proud of.' Teacher

6. Conclusions

6.1. Achievements and project legacy

Aim 1: Preserve a unique and important historical site and become a beacon of excellence for understanding the conservation of impermanent architecture.

- Restoration and conservation of the physical assets was undertaken in 2017 and taken off Historic England's Heritage at Risk register. However, material failure through a rare form of sulphate attack means that conservation works require remedial work – this is still in progress.
- As the first site to undertake a structured approach to applying a conservation philosophy to 20th century military architecture, the project has involved the sector from the beginning. Sector experts were involved with agreeing a conservation approach at the beginning of the project, through 'Concrete Day', and lessons learnt from the sulphate attack were shared widely at a Conservation Seminar in 2019.
- The project team have applied a collaborative approach to wider aspects of the project, such as community engagement, project management and historic research, and have established relationships by networking with a wider range of military and/or heritage organisations, as well as NLHF funded projects.

Aim 2: Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation.

- Approximately 20,000 people have been engaged with the project through an extensive community engagement programme. Many were not aware of Kenley's heritage prior to their engagement.
- The project's impact has been recognised by City of London Corporation, who cite it in their strategic planning as a valuable project. As a result, the council have invested in a legacy package, which includes a Legacy Officer working 21 hours per week for 18 months.

Aim 3: Empower, involve and inspire people to explore, record and take ownership of Kenley's World War II heritage.

- A wide range of activities have been delivered, including large scale open days attracting thousands of people, archaeology projects, school workshops, public tours, film screenings, oral history recordings and digital engagement.
- Schoolchildren have been introduced to the significance of World War II through the local history of Kenley Airfield, through learning festivals on and off site, and dedicated school workshops.
- Approximately 90 volunteers have been involved over the course of the project. Their experiences have been positive, particularly when they have engaged in activities that have brought them into contact with other people, for example, through guiding tours,

working on activities with schools, or talking to people through the oral history projects.

- Models of engagement and resources have been built and established, which are being used for further engagement through the work of the Legacy Officer. These include school workshops, tours and volunteer engagement.

6.2. Lessons Learnt and Recommendations

Project management, planning and delivery

- **Collaborative working** has been key to the success of the project. The development of the project was informed through learning from other organisations and projects. The project's ongoing research into conservation of impermanent architecture, and lessons learnt have been shared widely in the sector and will inform the way that projects approach this emerging discipline.
- The project team identified early on that the original **Activity Plan** and Interpretation strategy were extremely ambitious given the available resources, while lacking necessary detail on delivery. Furthermore, needs changed as the project progressed, and the new team brought their own skills and experience that were not available in the development phase. However, it took the team a while for them to feel that they had 'permission' to revise it. We recommend that NLHF encourages project teams to review their Activity Plans as soon as the project team is appointed during the Delivery Phase, to ensure that they are still relevant and fit for purpose, and that the Heritage Fund encourages people to make changes and improvements that better deliver the project outcomes, where appropriate.
- In hindsight, the project team felt that they could have been more '**NLHF-ready**' at the beginning of the Delivery Phase; for example, a considerable amount of time was taken up on administrative tasks, such as setting up cost-headings to align with NLHF reporting. We recommend that NLHF shares learning and offers toolkits to support issues that are common across projects.
- The project team embedded **evaluation and legacy planning** from the beginning of the Delivery Phase. This meant that the project was continually improving and drawing upon lessons learnt. It also meant that a strong legacy package had been identified mid-way through the project, and steps were taken to deliver it – in particular, the decision of the City Corporation to employ a Legacy Officer.

Engagement and participation

- **Large scale events** such as Sky Heroes have been successful in drawing large numbers of visitors to the site, who have learnt about the heritage and enjoyed their experience. However, such events are costly and time heavy, and would not be possible without the support of the NLHF grant. Kenley is not aspiring to run any more large-scale events. In fact, with Sky Heroes the organisation pushed the boundaries of what the site (excluding the RAFs part) could handle. In view Kenley

should not attempt to do such major events on Kenley Airfield in the future unless significant levels of funding are made available.

- **Interactive activities** have been the most effective in promoting learning and engagement. People engaged through the archaeology programme were most excited about getting their hands dirty and finding things. Schoolchildren became bored with activities where they were 'talked to', but came alive when interacting with costumed interpreters, making their own posters or – by far the most popular activity - sitting in a plane. *'The hands-on nature of the project has been awesome!'* (Youth volunteer)
- Participant numbers to events have exceeded targets, and there is clearly a local appetite for the project's activities. The demographic survey conducted at Sky Heroes demonstrated that the vast majority of visitors described themselves as white British (93%) and this would be considered representative of a local demographic of 90% white British, but not when compared within the demographic context of the wider area, such as Croydon or London as a whole. The volunteer survey of 2017 painted a similar picture.
- **Volunteer engagement** was critical in supporting and advocating the project, but paid staff were essential to ensuring activities were delivered, and as we have noted, any increase to volunteer resource increases the demands on paid staff but does not offer significant additional capacity. The learning for other projects is not to overestimate the amount that can be delivered by volunteers. Keep it realistic and manageable.
- **Access** was a challenge when dealing with a large site, where heritage assets are spread out. This could be alleviated at large scale events, using transport such as land trains. However, there is no easy answer to providing consistent access to those with mobility restrictions.
- **The most valuable learning outcome** about managing an HLF project for the project team has been: *'Understanding the complex motivations and expectations of local communities/stakeholders when it comes to best managing and preserving a heritage which is fundamentally a public open space.'*

7. Appendix 1: Achievements V Targets

Activity	Ref	Targets for participation	Achievements V targets
Onsite Activities			
Learning Festival Year 1	DH1	<ul style="list-style-type: none"> 850 visitors over 5 days 3 local print articles 10 volunteers sign up 	<ul style="list-style-type: none"> 570 pupils over 5 days 30 volunteers participated
Learning Festival Year 2	DH2	<ul style="list-style-type: none"> 1200 visitors over 5 days 3 local print articles 10 volunteers sign up New social media followers 	<ul style="list-style-type: none"> Learning Festival Roadshow: 296 participants Remembrance Season: 2184 participants Design Competition: 200 participants Total: 2,680 participants
Guided Tours	DH3	<ul style="list-style-type: none"> 10 of guided tours delivered as part of onsite events 	<ul style="list-style-type: none"> 40 tours delivered 1,717 participants
Handling Workshops	DH4	<ul style="list-style-type: none"> High pupil engagement 	<ul style="list-style-type: none"> 20 workshops 798 participants
Heritage Day	DH5	<ul style="list-style-type: none"> 500 visitors over 1 day 3 local print articles 10 volunteers sign up 	<ul style="list-style-type: none"> 3,000 participants Print articles in Caterham and District Independent, Croydon Advertiser and Inside Croydon.
Sky Heroes	DH6	<ul style="list-style-type: none"> 500 visitors over 1 day 3 local print articles 10 volunteers sign up 50 new social media followers 	<ul style="list-style-type: none"> 5,000 visitors Just under 1000 users to the website on the day of the event Just under 8000 impressions for most popular tweet to date relating to the event 12 online press articles, 5 print articles
Community Archaeology Dig and Open Day	DH7	<ul style="list-style-type: none"> 10 local people trained 	<ul style="list-style-type: none"> Year 1: 100 participants Year 2: 100 participants Year 3: 50 participants 30 volunteers trained
Conservation and Hard Hat Tours	DH8	<ul style="list-style-type: none"> 6 tours x 10 people 	<ul style="list-style-type: none"> 200 participants involved in conservation activities, including hands on conservation, and tours and demonstrations.
Conservation Seminar	DH9	<ul style="list-style-type: none"> 30 attendees 1 journal article 	<ul style="list-style-type: none"> 110 attendees
Dig for Victory! Kenley's Women at War	DH10	<ul style="list-style-type: none"> 200 Attendees 	<ul style="list-style-type: none"> Home Front Day – 30 participants Amy Johnson Last Flight Out – 55 participants Jason the Gypsy Moth school workshops – 60 participants Total 145 participants
Portaloos for events	DH11	N/A	N/A
Volunteer recruitment and participation	DH12	<ul style="list-style-type: none"> 300 volunteers involved in project 10,600 volunteer hours 	<ul style="list-style-type: none"> Approx. 90 volunteers engaged with the project 5,763 volunteer hours contributed
Offsite Activities			

Activity	Ref	Targets for participation	Achievements V targets
Oral history recordings	D01	<ul style="list-style-type: none"> 15 oral history recordings 	<ul style="list-style-type: none"> 8 oral histories collected; 5 are shared on website, plus a recording of written memories
INSET and teacher training sessions	D02	<ul style="list-style-type: none"> 3 x 30-minute inset session x 10 participants 	<ul style="list-style-type: none"> 1 inset day 2016 with 15 participants
Outreach and handling workshops	D03	<ul style="list-style-type: none"> 10 schools participating 	<ul style="list-style-type: none"> Approx. 70 workshops and outreach events delivered, reaching 3979 participants
Reach for the Sky film showing	D04	<ul style="list-style-type: none"> 65% capacity (44 of 68 seats) 	<ul style="list-style-type: none"> 55 participants
Onsite Resources			
Self-Guided Walks	RH1	<ul style="list-style-type: none"> 500 downloads* 	<ul style="list-style-type: none"> Download data not currently available
Quiz Trails		<ul style="list-style-type: none"> 200 participants* 	<ul style="list-style-type: none"> Amalgamated with self-guided walks
Teaching Resources	RH2	<ul style="list-style-type: none"> 30 downloads 250 pageviews 90% minimum satisfaction rating of resources from teachers 	<ul style="list-style-type: none"> Lesson plans and self-guided walks now available online. Download data not currently available
Painting of Spitfire and Hurricanes	RH3	<ul style="list-style-type: none"> Positive feedback from public 	<ul style="list-style-type: none"> To be assessed in further evaluation supplementary addendum 2020
Offsite Resources			
World Wars Display	R01	<ul style="list-style-type: none"> Positive feedback from public 	N/A
Loan Boxes – resource design	R02	N/A	N/A
Loan Boxes – artefacts and objects	R03	<ul style="list-style-type: none"> 15 loans over period of project 	<ul style="list-style-type: none"> Handful of loans over period
Other			
Project Overview	OT1	<ul style="list-style-type: none"> Project on time and on budget Approved purposes met 	<ul style="list-style-type: none"> To be assessed in further evaluation supplementary addendum 2020
Travelling Exhibition	OT2	<ul style="list-style-type: none"> To be shown at local venues Positive feedback from public 	<ul style="list-style-type: none"> To be assessed in further evaluation supplementary addendum 2020
Onsite Interpretation	OT3	<ul style="list-style-type: none"> Positive feedback from public 	<ul style="list-style-type: none"> To be assessed in further evaluation supplementary addendum 2020
Website and digital access	OT4	<ul style="list-style-type: none"> 200 no items digitised and uploaded Volunteers upskilled in digital skills 	<ul style="list-style-type: none"> 143 items digitised and accessible on the website The website is now attracting approx. 1000 users per month Just under 8000 impressions for most popular tweet to date - Sky Heroes Just over 8000 people reached on Facebook for Sky Heroes event

8. Appendix 2: Summary of Evidence Sources

Reports and publications:

- Kenley Revival Community Archaeology Project 2018, Kenley Airfield, London Borough of Croydon Archaeological Investigation Report, October 2018
- GEM case study 2017

Participants Surveys:

- Sky Heroes (sample size: 131)
- Volunteer Surveys, 2017 (sample size: 30) and 2019 (sample size: 7)
- Remembrance Season 2018 (sample size: 70)
- Conservation Seminar 2019 (sample size: 30)
- Pupil survey, Year 5 workshop 2019 (sample size: 55)

Interviews and reflection sessions:

- Project team (regular sessions)
- Friends of Kenley Airfield (Legacy planning workshop 2018)
- Learning Festival volunteers feedback sessions 2018
- Interview with Jane Sidell, Historic England 2019

Evaluator attendance and observation

- Learning Festival 2017
- Sky Heroes 2018
- Conservation Seminar 2019

Other

- Email feedback from teachers and participants
- Feedback forms from youth programme participants
- Feedback forms from teachers and workshop participants

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Committee(s) Epping Forest and Commons	Dated: 12/09/2022
Subject: Senior Officer Recruitment	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 9, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	NA
Report of: Executive Director Environment	For Information
Report author: Juliemma McLoughlin	

Summary

Under the Senior Officer Recruitment Procedure, a Chief Officer should report the resignation/ retirement of a senior officer and propose a suggested recruitment timeframe. This report notes the retirement of a senior officer and proposes a recruitment plan.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Assistant Director, The Commons has submitted notice of retirement effective 2 October 2022.

Current Position

2. The post is a critical senior leadership position and its role and responsibilities have been assessed internally within the Department and TOM phase one and evaluated as a key role in the Natural Environment Division.
3. The job description for the Assistant Director, The Commons has been updated to better reflect the duties of the post holder within the new Environment department.
4. The Environment Department TOM phase two which deals with the Natural Environment Division may result in subtle nuances of emphasis of responsibilities but it is not expected to change to the extent that it alters the main purpose of the post, its grade or duties and responsibilities.

Proposals

5. Following discussions with the Chair, the post will be advertised internally to all City of London staff on a 12 month secondment/acting up basis to give internal staff the opportunity to upskill and grow and develop into the role.

6. Once the 12 month period is complete, in accordance with the Senior Officer Recruitment Procedure, the Chair and Deputy Chairman of the Epping Forest and Commons Committee will be involved in the permanent recruitment process. The level of involvement will be agreed with the Chair and Deputy Chairman.

Corporate & Strategic Implications

7. This is a key senior managerial specialist professional post critical to leading and providing strategic, operational, financial and stakeholder management of these open spaces, ensuring high standards in accordance with the policies laid down by the City of London Corporation and the Corporation's statutory obligations in managing the sites.

Conclusion

8. It is intended to have the secondee in post from mid September to allow for a short handover with the Assistant Director, The Commons prior to his retirement.

Juliemma McLoughlin

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Environment Department

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