



Epping Forest & Commons Committee (For Information Items)

Date: THURSDAY, 13 JULY 2023
Time: 11.00 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Part 1 - Public Agenda

4. MATTERS ARISING

For Information

- a) Action Log (Pages 5 - 8)
Report of the Town Clerk.

Natural Environment

7. REVENUE OUTTURN 2022/23 - EPPING FOREST AND COMMONS

Report of the Executive Director, Environment.

For Information
(Pages 9 - 20)

9. OPEN SPACES BUSINESS PLAN 2022/23 - YEAR END PERFORMANCE REPORT

Report of the Executive Director, Environment.

For Information
(Pages 21 - 28)

The Commons

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

Report of the Director of Natural Environment.

For Information
(Pages 29 - 102)

11. **THE COMMONS - ASSISTANT DIRECTORS UPDATE APR-MAY 2023**

Report of the Executive Director, Environment.

For Information
(Pages 103 - 118)

Epping Forest

13. **EPPING FOREST - ASSISTANT DIRECTOR'S UPDATE APRIL - MAY 2023 (SEF 16/23)**

Report of the Executive Director, Environment.

For Information
(Pages 119 - 130)

Part 2 - Non-Public Agenda

18. **MATTERS ARISING**

For Information

a) Action Log (Pages 131 - 132)

Report of the Town Clerk.

19. **LICENSING REQUEST**

Report of the Executive Director, Environment.

For Information
(Pages 133 - 142)

22. **HISTORICAL INCOME REPORT (2017/18-2024) FOR EPPING FOREST.**

Report of the Executive Director, Environment.

For Information
(Pages 143 - 156)

23. **HISTORICAL INCOME REPORT (2017/18-2024) FOR ASHTEAD COMMON**

Report of the Executive Director, Environment.

For Information
(Pages 157 - 164)

24. **HISTORICAL INCOME REPORT (2017/18-2024) FOR BURNHAM BEECHES**

Report of the Executive Director, Environment.

For Information
(Pages 165 - 176)

25. **HISTORICAL INCOME REPORT (2017/18-2024) FOR WEST WICKHAM AND
COULSDON COMMON**

Report of the Executive Director, Environment.

For Information
(Pages 177 - 188)

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Epping Forest & Commons Committee
Action Log



Number	Recommendation	Progress Update	Owner	Creation date	Target date
2022-1	Emergency Planning – Fire Risk: Committee requested a report on the learnings from the wildfires which took place in the summer of 2022 and what additional, detective or preventative measures could be taken to mitigate the risk	18 May 2023 - Superintendent to provide a van update to the Committee in September 2023	Paul Thompson / Geoff Sinclair	13 Oct 2022	September 2023
2022-2	Buffer Land: The Superintendent of Epping Forest to provide DMOG with information on the method of counting deer and how assessments are made on deer stock across Epping Forest land.	16 March 2023 – PT apologies for the delay in supplying some data and would arrange for the data to be gathered. 18 May 2023 – Update to be provided at the next meeting	Paul Thomson	13 Oct 2022	15 June 2023
2022-3	Buffer Land: The Superintendent of Epping Forest to provide DMOG with analysis to understand: i) The intended use of agricultural land forming part of the Buffer Lands ii) The extent of the anticipated damage caused by deer iii) The extent to which deer pass from Buffer Lands onto Epping Forest charity land iv) The extent to which adjacent land managers manage the deer population v) The extent to which deer fencing and other physical deer management techniques can protect the Epping Forest charity land, e.g. deer fencing on Copped Hall.	16 March 2023 – PT apologies for the delay in supplying some data and would arrange for the data to be gathered.	Paul Thomson	13 Oct 2022	15 June 2023
2022-4	Lodges: Income Generation: Members discussed vacant lodges that required investment. The Executive Director, Environment noted that a structure and aspiration were required for a long-term approach. It was requested that a business case on potential funding be brought back to the Committee regarding the costs of refurbishing lodges.	18 May 2023 – Verbal Update to be provided at the next meeting.	Juliemma McLoughlin	21 Nov 2022	15 June 2023
2023-1	Avian Flu: The Committee agreed that a 'lessons learned' review be brought back to the Committee considering: - Risk mapping - Challenges	18 May 2023 – Lessons learnt to be provided later in the year	Paul Thomson	26 January 2023	15 June 2023



	<ul style="list-style-type: none"> - Comms with DEFRA - Processes understanding - Sterilisation - Communications with public 				
2023-2	<p>Car Parking Income: Committee understood that parking charges were introduced to cover a 12% budget cut. Committee asked the Chamberlain to confirm if the car parking income generated from 2021 and 2022 was more than the 12% cuts equivalent or less. If more, the Chamberlain to confirm how this income has been spent. Members gave a clear view that surplus car parking income should be spent on car park resurfacing.</p>	<p>Update received 15/02/23</p> <p><i>The 12% savings required for Epping Forest & Commons Committee were a reduction in net expenditure to the committee's 2021/22 original local risk budget of £523k (split £334k Epping Forest and £189k The Commons). All 12% savings have been made at Epping Forest but an amount of £72k remains unidentified for The Commons (split Burnham Beeches £39k and WW&CC £33k) for 2022/23 currently and next year's 2023/24 budget, as reported in the estimates report approved by committee 21st November 2022.</i></p> <p><i>This sum of £72k is still in the process of being identified but is expected to be met by the implementation of the TOM Phase 2 to meet the estimates target for 2023/24. For this year 2022/23, EF&C Committee is currently expected to meet its local risk budget due to other offsetting underspends and</i></p>	Simon Owen	26 January 2023	15 June 2023



		<p><i>additional income streams as reported in the finance progress update recently.</i></p> <p>18 May 2023 – Verbal update to be provided at June Committee</p>			
2023-3	<p>Volunteers: Committee asked Officers to find identify a suitable and consistent framework for recording and measuring the impact volunteers are having on the delivery of management plans for individual charities. Members also requested that thought be given to celebrating and rewarding volunteers.</p>		Juliemma McLoughlin	26 January 2023	September 2023
2023-4	<p>Review of Dog Control Measures – Committee noted that the Commons would bring forward PSPO extension plans, but asked the Superintendent of Epping Forest to consider whether additional action is now required to tighten dog control measures, to include accreditation/ licensing of professional dog walkers, limits on number of dogs per dog walker and updates to byelaws. Hampstead Heath running a pilot study, which will feed into the approach.</p>	<p>18 May 2023 – Verbal update to be provided at June Committee.</p>	Jacqueline Egglestone	26 January 2023	15 June 2023
2023-5	<p>Future Trends - Chairman noted that Chamberlains should prepare a report on historic data showing the future trends on income and the said report should be made available for discussions at the next meeting. The reporting is expected to include granular level information, including land and property and charity level reporting.</p>		Neil Chambers	16 March 2023	18 May 2023
2023-6	<p>Historic Income - Members requested that the Chamberlain prepare a report for the May Committee showing the historic position, and the trends over the last five years which would help predict how to generate income in the future.</p>		Simon Owen	16 March 2023	18 May 2023

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Agenda Item 7

Committee(s)	Dated:
Epping Forest & Commons	13 July 2023
Subject: Revenue Outturn 2022/23 – Epping Forest and Commons	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8, 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: Chamberlain Executive Director Environment	For Information
Report author: Clem Harcourt – Chamberlains Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2022/23 with the final agreed budget for the year. Overall, there was an overspend of (£42k) for the services overseen by your committee compared with the final agreed budget for the year as set out below.

	Final Agreed Budget £000	Outturn £000	Variation Better/(Worse) £000
Local Risk			
Executive Director Environment	(3,936)	(4,005)	(69)
City Surveyor	(1,358)	(1,238)	120
Total Local Risk	(5,294)	(5,243)	51
Central Risk	(600)	(552)	48
Recharges	(1,840)	(1,981)	(141)
Total	(7,734)	(7,776)	(42)

Explanations for significant budget variances with the final agreed budget are set out in the report detailed in paragraphs 5 to 10.

The Executive Director Environment had an overall local risk overspend (excluding City Surveyor) of (£69k) for activities overseen by your Committee. The Executive Director also had a net local risk underspend totalling £1.194m on activities overseen by other Committees within her remit, after adjusting for unspent carry forwards from 2021/22. The Executive Director Environment is

proposing that her maximum eligible underspend of £500k be carried forward into 2023/24, £210k of which relates to your Committee and £67k is also carried forward in unspent Priorities Investment Pot (PIP) monies related to your Committee.

Recommendation(s)

Note the report and the proposed carry forward of local risk and PIP underspending to 2023/24.

Main Report

Budget Position for 2022/23

1. The 2022/23 original budget for Epping Forest & Commons services overseen by your Committee (received in November 2021) was (£6.299m) net expenditure. This budget was endorsed by the Court of Common Council in March 2022 and was subsequently updated for approved net increases of (£1.435m). These consisted of:
 - re-phasing of projects under the Cyclical Works Programmes (CWP) managed by City Surveyors amounting to (£683k).
 - additional Directorate and Learning Programme recharges (£507k) following changes arising from the Environment Department's Target Operating Model (TOM).
 - net (£113k) increase in your Committee's local risk budget relating to centrally funded cost of living pay rises to staff effective from July 2022 and allocations from the Natural Environment's Directorate contingency budgets.
 - other agreed net budget movements during 2022/23 totalling (£132k), primarily relating to the carry forward of Priorities Investment Pot (PIP) monies from 2021/22 at Epping Forest and Burnham Beeches, as well as funding for Supplementary Revenue Projects (SRP) at Epping Forest.
2. A reconciliation between the original budget and the final agreed budget is shown in Appendices A and B.

Revenue Outturn 2022/23

3. Actual net expenditure for your Committee's services during 2022/23 totalled (£7.776m), an overspend of (£42k) compared with the final agreed budget of (£7.734m).

4. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50k) are commented on. A more detailed comparison with the final agreed budget can be found in appendices C and D.

Comparison between 2022/23 Revenue Outturn and Final Agreed Budget – Epping Forest (see Appendix C)

	Original Budget	Final Agreed Budget £000	Outturn £000	Variation Better/ (Worse) £000	Para Ref
Local Risk					
Executive Director Environment	(2,416)	(2,528)	(2,500)	28	5
City Surveyor	(495)	(906)	(602)	304	
Total Local Risk	(2,911)	(3,434)	(3,102)	332	
Central Risk	(443)	(543)	(482)	61	6
Recharges	(1,022)	(1,376)	(1,449)	(73)	7
Total	(4,376)	(5,353)	(5,033)	320	

Comparison between 2022/23 Revenue Outturn and Final Agreed Budget – The Commons (see Appendix D)

	Original Budget	Final Agreed Budget £000	Outturn £000	Variation Better/ (Worse) £000	Para Ref
Local Risk					
Executive Director Environment	(1,407)	(1,408)	(1,505)	(97)	8
City Surveyor	(160)	(452)	(636)	(184)	9
Total Local Risk	(1,567)	(1,860)	(2,141)	(281)	
Central Risk	(45)	(57)	(70)	(13)	10
Recharges	(311)	(464)	(532)	(68)	
Total	(1,923)	(2,381)	(2,743)	(362)	

Reasons for Significant Variations

Epping Forest (see Appendix C)

5. The underspend on budgets managed by City Surveyors is largely attributable to a £323k underspend on Cyclical Works Programme (CWP) expenditure due to the rephasing of projects falling under the CWP. This included projects relating to The Warren and Wanstead Park. The CWP is a three-year rolling programme reported to the Operational Property and Projects Sub Committee (OPPSC) quarterly, where the City Surveyor will report on financial performance and phasing of the projects. Under the

governance of the programme, variances on budgets are adjusted for the life of the programme to allow for the completion of works which span multiple financial years.

6. Central risk expenditure was underspent by £61k at Epping Forest. This was due to expenditure associated with the Licences, Leases and Wayleaves project funded by the Priorities Investment Pot (PIP) not being required during 2022/23. A request has been made to carry forward this expenditure into 2023/24.
7. The (£73k) overspend relating to recharges is primarily attributable to an overspend on the cost of services provided by corporate departments due to increased expenditure incurred during 2022/23 associated with these departments. This was partly offset by increased recharges from Woodredon and Warlies to City Fund to offset the increased net cost of this Division of Service.

The Commons (see Appendix D)

8. The overspend on the local risk budget largely related to a (£77k) adverse variance on expenditure at City Commons. This can be attributed to additional grounds maintenance costs being required at West Wickham in relation to tree safety works as well as equipment purchase costs being greater than budgeted. This was in addition to efficiency savings not being fully identified during 2022/23. The overspend was also attributable to a (£9k) net adverse variance at Burnham Beeches as a result of additional transport costs due to a deposit being paid in advance for the purchase of a tractor and front loader.
9. There was a total overspend of (£184k) in relation to budgets managed by the City Surveyor at The Commons. This was primarily attributable to an additional (£133k) in repairs and maintenance costs in relation to the Buildings, Repairs and Maintenance contract and an additional (£51k) in extra CWP expenditure, predominantly at Burnham Beeches, due to a rephasing of projects falling under the three-year rolling programme.
10. Total recharges were (£68k) overspent compared with the final budget at The Commons. This was largely due to an overspend on the cost of services provided by corporate departments (£43k) due to increased expenditure incurred during 2022/23 associated with these departments. This was in addition to increased Directorate recharges.

Local Risk and Central Risk Carry Forward to 2023/24

11. Chief Officers can generally request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources were for a planned purpose that was prevented from happening during the year. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of Resources Allocation Sub Committee. In accordance with Financial Regulations any

overspends are carried forward in full and are met from the agreed 2023/24 budgets.

12. The Executive Director Environment had a net local risk overspend of (£69k) on the activities overseen by your Committee. The Executive Director Environment also had a net local risk underspend totalling £1.194m on activities overseen by other Committees within her remit, after adjusting for unspent carry forwards from 2021/22. The Executive Director Environment is proposing that her maximum eligible underspend of £500,000 be carried forward, £210k of which relates to activities overseen by your Committee for the following purpose:

- essential health & safety works on known dangerous trees at Epping Forest. These works were unable to be completed during 2022/23 as a result of the contractor suffering equipment failures. Please note that at the time this report was written, a decision had not yet been made regarding this carry forward bid.

13. The Executive Director Environment has also submitted the following Priorities Investment Pot (PIP) central risk carry forward requests amounting to £67k which relate to this Committee:

- £61k unspent expenditure associated with the Epping Forest Licences, Leases and Wayleaves project;
- £6k unspent expenditure associated with facilitating the 'Biodiversity net gain' project at Burnham Beeches.

Conclusion

14. This report presents the revenue outturn position for 2022/23 and the carry forward bids for 2023/24 budgets for Members to note.

Appendices

- Appendix A - Movement between the Original 2022/23 Budget and the 2022/23 Final Agreed Budget (Epping Forest)
- Appendix B - Movement between the Original 2022/23 Budget and the 2022/23 Final Agreed Budget (The Commons)
- Appendix C - Comparison between 2022/23 Revenue Outturn and Final Agreed Budget – Epping Forest
- Appendix D - Comparison between 2022/23 Revenue Outturn and Final Agreed Budget – The Commons

Clem Harcourt

Finance Business Partner (Natural Environment)
Chamberlain's Department – Financial Services

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Appendix A - Movement between the 2022/23 Original Budget and the 2022/23 Final Agreed Budget – Epping Forest

	£000
Original Budget (All Risks)	(4,376)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor)	(2,911)
Executive Director Environment	
Centrally funded cost of living staff pay rises effective July 2022	(131)
Allocation from Directorate contingency budgets to fund initiatives within Epping Forest in relation to The Warren PV Batteries and costs associated with Oak Processionary Moth (OPM)	(34)
Transfer to capital expenditure budgets in relation to vehicle purchases incurred during 2022/23	53
City Surveyor	
Re-phasing of works as part of projects managed under the Cyclical Works Programme	(391)
Additional Planned & Reactive Works managed by City Surveyor's	(20)
Final Agreed Net Local Risk Budget (Executive Director Environment & City Surveyor)	(3,434)
Central Risk	
Original Central Risk Budget (Executive Director Environment)	(443)
Carry forward funding from Priorities Investment Pot (PIP) from 2021/22 in relation to Licences, Leases and Wayleaves project	(61)
Supplementary Revenue Programme (SRP) funding for Artificial Grass Pitch Provision project at Wanstead Flats and Wanstead Park Ponds Project	(39)
Final Agreed Central Risk Budget	(543)
Recharges	
Original Recharges Budget	(1,022)
Additional Directorate recharges due to pay increases and budget adjustments arising from Target Operating Model	(351)
Additional Learning Programme recharges due to pay increases to staff	(3)
Final Agreed Recharges Budget	(1,376)
Final Agreed Budget (All Risks)	(5,353)

Appendix B - Movement between the 2022/23 Original Budget and the 2022/23 Final Agreed Budget – The Commons

	£000
Original Budget (All Risks)	(1,923)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor)	(1,567)
Executive Director Environment	
Centrally funded cost of living staff pay rises effective July 2022	(61)
Allocation from Directorate contingency budgets to fund initiatives in relation to works for the replacement of dangerous signs	(42)
Transfer to capital project budgets for proposed vehicle purchases at West Wickham and Coulsdon Common and Burnham Beeches	102
City Surveyor	
Re-phasing of works as part of projects managed under the Cyclical Works Programme at Farthing Downs, Burnham Beeches and Ashted Common	(292)
Final Agreed Net Local Risk Budget (Executive Director Environment & City Surveyor)	(1,860)
Central Risk	
Original Central Risk Budget (Executive Director Environment)	(45)
Carry forward funding from Priorities Investment Pot (PIP) from 2021/22 in relation to Facilitating 'Biodiversity net gain' project at Burnham Beeches	(12)
Final Agreed Central Risk Budget	(57)
Recharges	
Original Recharges Budget	(311)
Additional Directorate recharges due to pay increases and budget adjustments arising from Target Operating Model	(153)
Final Agreed Recharges Budget	(464)
Final Agreed Budget (All Risks)	(2,381)

Appendix C - Comparison between 2022/23 Revenue Outturn and Final Agreed Budget – Epping Forest

		Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	Better/ (Worse) £000	Note
LOCAL RISK						
Executive Director Environment						
Epping Forest						
	Expenditure	(3,696)	(3,805)	(4,720)	(915)	1
	Income	1,299	1,314	2,267	953	2
		(2,397)	(2,491)	(2,453)	38	
Epping Forest – Countryside Stewardship Scheme						
	Expenditure	(173)	(173)	(334)	(161)	
	Income	173	173	334	161	
		-	-	-	-	
Chingford Golf Course						
	Expenditure	(273)	(283)	(317)	(34)	
	Income	348	348	503	155	
		75	65	186	121	3
Wanstead Flats						
	Expenditure	(208)	(214)	(257)	(43)	
	Income	90	90	48	(42)	
		(118)	(124)	(209)	(85)	4
Woodredon & Warlies						
	Expenditure	(57)	(59)	(82)	(23)	
	Income	81	81	58	(23)	
		24	22	(24)	(46)	
Sub-Total						
	Expenditure	(4,407)	(4,534)	(5,710)	(1,176)	
Sub-Total						
	Income	1,991	2,006	3,210	1,204	
Total Net Expenditure						
		(2,416)	(2,528)	(2,500)	28	
City Surveyor						
City Surveyors Repairs and Maintenance						
		(270)	(290)	(309)	(19)	
Cyclical Works Programme						
		(225)	(616)	(293)	323	5
Total City Surveyor Local Risk						
		(495)	(906)	(602)	304	
TOTAL LOCAL RISK						
		(2,911)	(3,434)	(3,102)	332	
CENTRAL RISK						
Epping Forest						
		(415)	(476)	(415)	61	6
Wanstead Flats						
		(28)	(67)	(67)	-	
TOTAL CENTRAL RISK						
		(443)	(543)	(482)	61	
RECHARGES						
Insurance						
		(86)	(86)	(82)	4	
Support Services						
		(307)	(307)	(396)	(89)	
Surveyor's Employee Recharges						
		(294)	(294)	(297)	(3)	
IT Recharges						
		(124)	(124)	(145)	(21)	
Recharges Within Fund (Directorate, Democratic Core, and Learning)						
		(194)	(548)	(552)	(4)	
Recharges Across Fund						
Woodredon & Warlies						
		(5)	(5)	42	47	
Structural Maintenance						
		(12)	(12)	(19)	(7)	
TOTAL RECHARGES						
		(1,022)	(1,376)	(1,449)	(73)	7
OVERALL TOTAL NET EXP						
		(4,376)	(5,353)	(5,033)	320	

Reasons for Significant Variations

1. The (£915k) overspend on expenditure at Epping Forest relates to the proceeds of an insurance claim in relation to Loughton Golf Course being transferred to reserves. This was in addition to overspends on repairs and maintenance costs needed for the upkeep of the lodges as well as additional equipment and software purchases being required during 2022/23.
2. Income was £953k greater than budgeted due to the proceeds of an insurance claim being received in relation to Loughton Golf Course. This was in addition to extra income being generated from sources such as licenses, car parking and filming during 2022/23.
3. The £121k local risk underspend at Chingford Golf Course can be attributed to additional income achieved from golfing and green fees, partly offset by the purchase of equipment incurred during 2022/23 being funded from the Chingford Machinery Fund.
4. The net overspend of (£85k) in relation to the Wanstead Flats local risk budget is explained by lower than anticipated income from football as well as additional energy and materials costs.
5. The underspend on budgets managed by City Surveyors is largely attributable to a £323k underspend on Cyclical Works Programme (CWP) expenditure due to the rephasing of projects falling under the CWP. This included projects relating to The Warren and Wanstead Park. The CWP is a three-year rolling programme reported to the Operational Property and Projects Sub Committee (OPPSC) quarterly, where the City Surveyor will report on financial performance and phasing of the projects. Under the governance of the programme, variances on budgets are adjusted for the life of the programme to allow for the completion of works which span multiple financial years.
6. Central risk expenditure was underspent by £61k at Epping Forest. This was due to expenditure associated with the Licences, Leases and Wayleaves project funded by the Priorities Investment Pot (PIP) not being required during 2022/23. A request has been made to carry forward this expenditure into 2023/24.
7. The (£73k) overspend relating to recharges is primarily attributable to an overspend on the cost of services provided by corporate departments due to increased expenditure incurred during 2022/23 associated with these departments. This was partly offset by increased recharges from Woodredon and Warlies to City Fund to offset the increased net cost of this Division of Service.

Appendix D - Comparison between 2022/23 Revenue Outturn and Final Agreed Budget – The Commons

		Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	Better/ (Worse) £000	Note
LOCAL RISK						
Executive Director Environment						
Burnham Beeches						
	Expenditure	(696)	(753)	(1,650)	(897)	1
	Income	276	301	1,189	888	2
		(420)	(452)	(461)	(9)	
Stoke Common						
	Expenditure	(42)	(51)	(64)	(13)	
	Income	20	20	34	14	
		(22)	(31)	(30)	1	
City Commons						
	Expenditure	(1,172)	(1,132)	(1,209)	(77)	3
	Income	207	207	195	(12)	
		(965)	(925)	(1,014)	(89)	
Sub-Total	Expenditure	(1,910)	(1,936)	(2,923)	(987)	
Sub-Total	Income	503	528	1,418	890	
Total Net Expenditure		(1,407)	(1,408)	(1,505)	(97)	
City Surveyor						
	City Surveyors Repairs and Maintenance	(154)	(154)	(287)	(133)	
	Cyclical Works Programme	(6)	(298)	(349)	(51)	
	Total City Surveyor Local Risk	(160)	(452)	(636)	(184)	4
TOTAL LOCAL RISK		(1,567)	(1,860)	(2,141)	(281)	
CENTRAL RISK						
	Burnham Beeches	(44)	(56)	(60)	(4)	
	City Commons	(1)	(1)	(10)	(9)	
TOTAL CENTRAL RISK		(45)	(57)	(70)	(13)	
RECHARGES						
	Insurance	(21)	(21)	(21)	-	
	Support Services	(148)	(148)	(191)	(43)	
	Surveyor's Employee Recharges	(39)	(39)	(40)	(1)	
	IT Recharges	(57)	(57)	(67)	(10)	
	Recharges Within Fund (Directorate & Democratic Core)	(46)	(199)	(213)	(14)	
TOTAL RECHARGES		(311)	(464)	(532)	(68)	5
OVERALL TOTAL NET EXP		(1,923)	(2,381)	(2,743)	(370)	

Reasons for Significant Variations

1. There was an overspend of (£897k) on local risk expenditure at Burnham Beeches which was primarily attributable to unspent monies on a Section 106 agreement with Slough Borough Council and contributions from

Buckinghamshire County Council in relation to the Strategic Access Management & Monitoring Strategy (SAMMS) being transferred to reserves for use in future years. This was in addition to an overspend on transport costs due to a deposit being paid in advance for the purchase of a tractor and front loader.

2. Income was £888k greater than budgeted at Burnham Beeches due to additional income being received in advance from local authorities in relation to the above agreements as well as additional income being generated from filming projects.
3. The overspend on the local risk budget at the City Commons was largely related to a (£77k) adverse variance on expenditure. This can be attributed to additional grounds maintenance costs being required at West Wickham in relation to tree safety works as well as equipment purchase costs being greater than budgeted. This was in addition to efficiency savings not being fully identified during 2022/23. The overspend was partly offset by an underspend in employment costs due to vacant posts at West Wickham.
4. There was a total overspend of (£184k) in relation to budgets managed by the City Surveyor at The Commons. This was primarily attributable to an additional (£133k) in repairs and maintenance costs in relation to the Buildings, Repairs and Maintenance contract and an additional (£51k) in extra CWP expenditure, predominantly at Burnham Beeches, due to a rephasing of projects falling under the three-year rolling programme.
5. Total recharges were (£68k) overspent compared with the final budget at The Commons. This was largely due to an overspend on the cost of services provided by corporate departments (£43k) due to increased expenditure incurred during 2022/23 associated with these departments. This was in addition to increased Directorate recharges.

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Committee(s)	Dated:
Natural Environment Board	10 July 2023
West Ham Park Committee	10 July 2023
Epping Forest and Commons Committee	13 July 2023
Hampstead Heath, Highgate Wood and Queens Park Committee	17 July 2023
Subject: Open Spaces Business Plan 2022/23 – Year End Performance Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Outcomes: 2, 3, 5, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Executive Director, Environment	For Information
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report provides Members with a review of the delivery of the 2022/23 high-level Open Spaces Business Plan which was approved by the Open Spaces and City Gardens Committee in December 2021. As the 2022/23 Business Plan was written prior to the formation of the new Environment Department, it referred to the ‘Natural Environment Division’ as ‘Open Spaces’.

The Business Plan set out the major workstreams and key performance indicators (KPIs) for 2022/23. This report summarises the progress made against those workstreams and performance indicators.

An update on the end-of-year financial position is provided in the separate Chamberlain’s Revenue Outturn Report also presented to this Committee.

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. The Open Spaces and City Gardens Committee approved the Open Spaces high-level Business Plan 2022/23 (Appendix 1) on 7 December 2021. The Business Plan set out the major workstreams and key performance indicators (KPIs) for 2022/23.
2. Under the Corporation’s new Target Operating Model, with effect from 1 April 2022 the former Open Spaces Department became the Natural Environment Division of the new Environment Department. As the 2022/23 Business Plan was

written prior to the formation of the new Environment Department, it refers to the Natural Environment Division as 'Open Spaces'.

3. To ensure Committees are kept informed, progress made against the high-level Business Plan is reported to you every six months. This approach allows Members to ask questions and have input into areas of particular importance to them.

Current Position

Major workstreams

4. Throughout the year, your Committee has been kept informed of progress made against the major workstreams included in the 2022/23 Business Plan by way of regular Assistant Director Update reports and/or separate detailed reports. A summary of progress made during the year is presented below.
5. **Finalise the new open spaces vision and 5-year improvement plan and progress its implementation.**
 - Work to finalise the new vision and 5-year Improvement Plan will continue during 2023/24. Members will be consulted and kept informed of progress.
 - The high-level Business Plan for 2023/24, sets out the key priorities for the coming year, and was approved by the Natural Environment Board in May 2023.
6. **Progress the landscaping of Finsbury Circus, the access and security improvements at the Heath's swimming facilities, and the replacement playground at West Ham Park.**
 - The project to redevelop the Finsbury Circus site progressed. The contract was awarded and contractors will commence work on site in autumn 2023.
 - The project to improve safety, access and security at the three Bathing Ponds at Hampstead Heath has progressed through the project Gateway process and is expected to be delivered to timescales, with completion due in August 2023.
 - The new playground at West Ham Park was completed and opened in August 2022.
7. **Progress the Carbon removal projects to deliver the open spaces element of the Climate Action Strategy.**
 - This work continued throughout the year.
 - Carbon sequestration and storage calculations were completed by consultants who also produced a report on opportunities for increasing sequestration.
 - As opportunities in terms of kiloton (kt) of carbon are small, and following the heatwave of summer 2022, consultants are working on a habitats climate vulnerability assessment and mitigation plan.
 - Initial stakeholder engagement on the plan for Epping Forest's Copped Hall was undertaken in autumn 2022.

8. **Actively engage in the review of Chilterns and Surrey Hills Areas of Outstanding Natural Beauty (AONB) boundaries**
- Natural England is responsible for considering which areas in England meet the criterion, set down in law, for being included in an AONB, and whether to proceed with their designation.
 - Natural England did not consider Coulsdon Commons, Kenley Common or Riddlesdown to meet the criterion required for an AONB. However, part of Farthing Downs was considered suitable.
 - In May 2023, the Epping Forest and Commons Committee agreed to support the inclusion of part of Farthing Downs in the proposed Happy Valley extension to the Surrey Hills AONB.

Key Performance Indicators (KPI) 2022/23

9. Performance against KPIs has been monitored throughout the year. A summary of performance during 2022/23 is presented below.

Performance Measure Description	Target 2022/23	Performance 2022/23 (Full year result)
Retain our Green Heritage Site Accreditation	13 Awards	13
Retain our Green Flag Awards	14 Awards	14
Increase the number of 'visitors' to our web pages. <i>(in comparison to 2021/22 performance).</i>	>954,063 'visits'	921,079
Increase the number of hours of tennis court usage across all sites <i>(in comparison to 2021/22 performance).</i>	Total >66,697 hours <i>West Ham Park >23,610 Parliament Hill >22,075 Golders Hill Park >8,131 Queen's Park >12,881</i>	Total: 73,489 hours <i>West Ham Park: 22,364 Parliament Hill: 24,969 Golders Hill Park: 9,504 Queen's Park: 16,652</i>
Health and safety accident investigations completed within 21 days.	85% <i>(Corporate target)</i>	85.1% <i>(Due to implementation of new management system, figure covers the period from 23/12/2022 only.)</i>

Corporate & Strategic Implications

Strategic implications – The monitoring of key improvement objectives and performance measures links to the achievement of the aims and outcomes set out in the Corporate Plan 2018-23.

Financial Implications – Financial implications are addressed in the separate Chamberlain’s Revenue Outturn Report presented to this Committee.

Resource implications – The Natural Environment Division continues to progress through the Target Operating Model (TOM) process.

Risk implications - Risks to achieving the objectives set out in the Business Plan are identified and managed in accordance with the City of London Risk Management Framework and Charity Commission requirements. Risk Registers are reported to Members quarterly.

Climate implications – The work of Natural Environment Division supports the delivery of the Corporate Climate Action Strategy through its Carbon Removals Project, and a range of other workstreams.

Charity implications - Many of the Natural Environment sites are registered charities. Any decisions must be taken in the best interests of the relevant charity.

Appendices

- Appendix 1 – Open Spaces high-level Business Plan 2022/23

Background Reports

‘Open Spaces Business Plan for 2022/23’

Open Spaces and City Gardens Committee, 7 December 2021

West Ham Park Committee, 7 December 2021

Epping Forest & Commons Committee, 17 January 2022

Hampstead Heath, Highgate Wood and Queen’s Park Committee, 9 February 2022

Contact

Joanne Hill, Business Planning and Compliance Manager, Environment Department

T: 020 7332 1301

E: Joanne.Hill@cityoflondon.gov.uk

THE CURRENT OPEN SPACES VISION IS:

We enrich people’s lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

Our overarching objectives are:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people’s lives.
- C. Business practices are responsible and sustainable.

Our major workstreams this year will be...

1. Implement the approved recommendations of the Target Operating Model report and embed the new Environment Department.
2. Finalise the new open spaces vision and 5-year plan and progress its implementation.
3. Progress the landscaping of Finsbury Circus, access and security improvements at the Heath’s swimming facilities, the replacement playground at West Ham Park, and all other RASC approved capital projects.
4. Progress the Carbon removal projects to deliver the open spaces element of the Climate Action Strategy.
5. Actively engage in the review of Chilterns and Surrey Hills Areas Of Outstanding Natural Beauty (AONB) boundaries with potential inclusion of Burnham Beeches and Stoke Common in the former, Ashted Common and South London Downs NNR in the latter.

The Corporate Plan outcomes we have a direct impact on are...

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

What’s changed during 2021

- *Open Spaces are now part of the new Environment Department with a new Executive Director and the retirement of the Director of Open Spaces.*
- *Significant long lasting ‘wear and tear’ on our sites due to increased visitor numbers during 2020.*
- *More staff adopting a hybrid pattern of work.*
- *Effectiveness of MS Teams has increased efficiency by reducing need for ‘travel time’ between sites for meetings.*
- *More public realm enhancements installed to encourage workers back to the City with arising changes to working methods to maintain these scattered assets.*
- *Progress of projects has been delayed due to the impacts of COVID and availability of materials.*
- *Online booking and payment continues and reflected by improved visitor experience*
- *Covid and long Covid continues to affect staffing levels*

Plans under consideration	Time Scale
<i>Offices unlikely to return to full capacity– long term use of office accommodation to be considered</i>	2022/23
<i>Visitor attractions, may require re-setting of business models</i>	2021/23
<i>Prioritising high priority select bids for Capital that meet the precise capital funding criteria</i>	2021 onwards

Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership

Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

Sport & Physical Activity Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *People enjoy good health and wellbeing and health inequalities are reduced*

Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

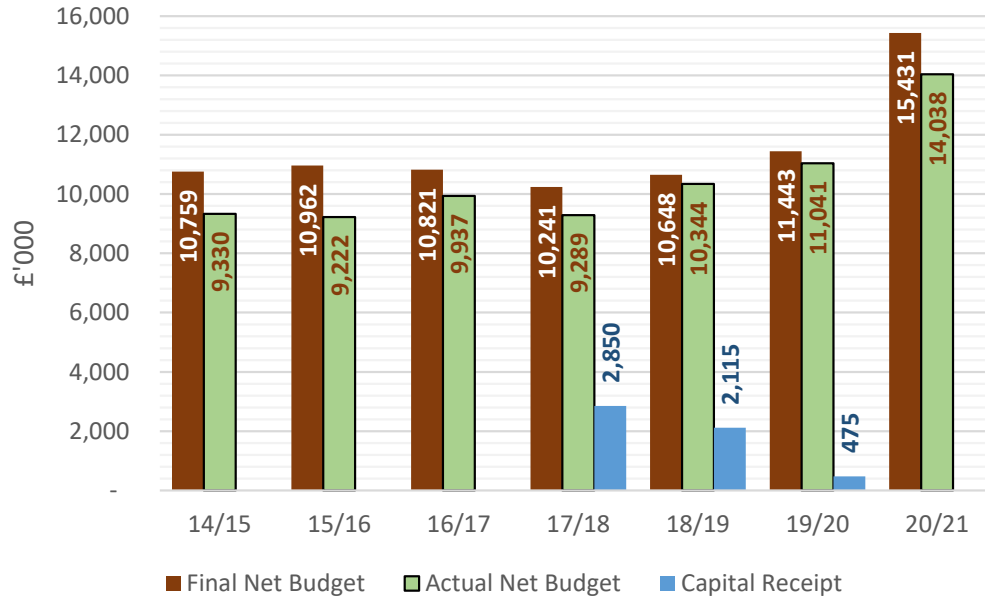
Red & Amber Open Spaces Departmental and Corporate Risks

Open Spaces Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Accelerated Long-term Damage to Open Spaces Sites	16
Budget reduction and Income Loss	16
Impact of development	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

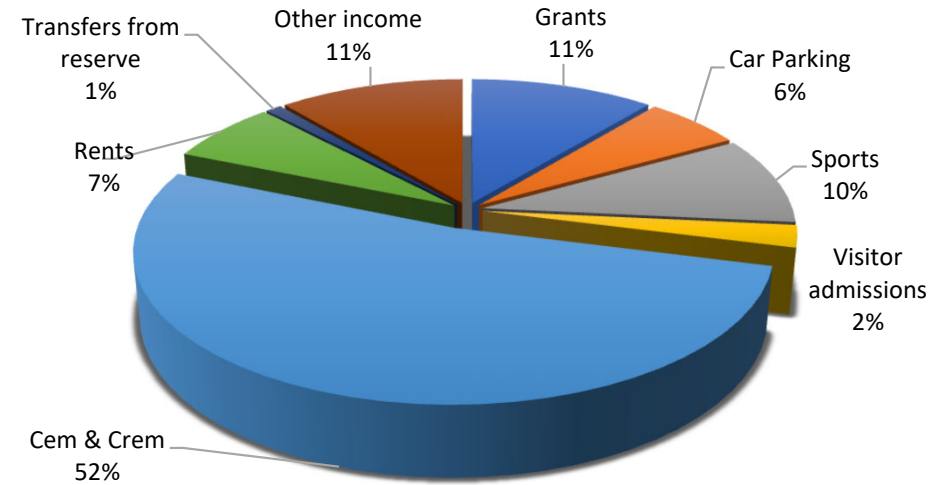
	0	4	5	Total =
				9
Likely (4)			2	
Possible (3)		1	2	1
Unlikely (2)			1	2
Rare (1)				
	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Impact			

Performance Measures include	2021/22 Performance	2022/23 direction of travel or target
Green Heritage Accreditation	14 Awards	14 Awards
Green Flag Awards	15 Awards	15 Awards
Visits to Departments webpages	698,512 (at end Sept)	Increase above 2021/22 actual
Tennis court usage	42,368 (at end Sept)	Increase above 2021/22 actual
Our environmental footprint	Annual Measure	Reduce below 2021/22 actual
Department Net expenditure	£5.271M At end Sept	Achieve budget
Short term sickness	to date	Maintain
H&S accident investigations	91% to date	Achieve corporate target

2020/21 Directors local risk Net budget, outturn net position and capital receipts



Where our income came from in 2020/21



CoL Funded Capital Projects

Completed in 2020/21:

- Cremator replacement project

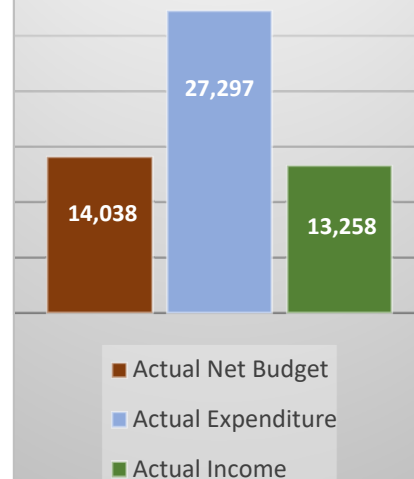
Live in 2021/22:

- Finsbury Circus
- West Ham Park playground
- Hampstead Heath ponds and lido
- Tower Hill playground
- East Heath car park
- ParkLife
- Carbon Removal (Climate Action Strategy)

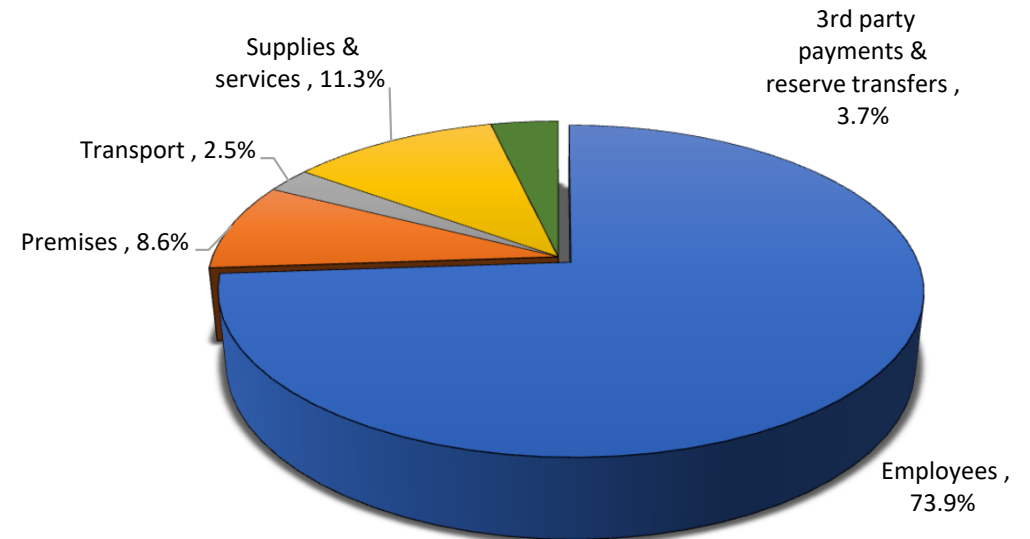
Requested in Nov 2021/22

- Hampstead Heath athletics track resurfacing
- Epping Forest path restoration
- Queens Park playground and sandpit refurbishment

Outturn local risk 2020/21



How we spent our local risk budget in 2020/21



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Committees: Epping Forest and Commons Committee - <i>for information</i>	Dates: 13 July 2023
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 Choose an item. 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 2022 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>

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.

Outcome: very successful

Community archaeology programme

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.

Outcome: very successful

Memories, artefacts, documents and photographs collated on a Kenley Revival website

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.

Outcome: successful

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>As stated in the Gateway 3-4 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).
<p>11.Risks and issues</p>	<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>
<p>12.Transition to BAU</p>	<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	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost (including risk): Within the range £250k to £2m (G2 report Jan 2012). Estimated cost (excluding risk): Within the range £250k to £2m.</td> </tr> </table>		<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.																																														
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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.																																																	

<p>16. Key benefits realised</p>	<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

<p>17. Positive reflections</p>	<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>
<p>18. Improvement reflections</p>	<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>
<p>19. Sharing best practice</p>	<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>
<p>20. AOB</p>	<p>None</p>

Appendices

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

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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 dies 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



Thaumasite 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 issue 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 Thaumaside Sulphate Attack as the cause.

Thaumaside (pronounced tormaside) is named after the Greek word for surprise. Thaumaside 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 thaumaside. 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
<p>Capital work includes conservation of five fighter blast pens (which are scheduled together as two Scheduled Ancient Monuments At Risk).</p> <p>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.</p> <p>Stabilising works to all other blast pens, rifle range, fuel dump and other associated features, all within the Conservation Area.</p>	<p>All conservation works were completed by the end of 2017.</p> <p>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</p> <p>Testing and on-site trials were progressed throughout the winter of 2018 with various combinations of different materials trialled.</p> <p>This issue is as yet unresolved.</p>
<p>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</p>	<p>Touring exhibition display boards have now been completed.</p> <p>On site interpretation will be installed in early 2020.</p>

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
<p>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>	<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>
<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>	<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
<p>Volunteer opportunities will be provided, and a volunteer resource and storage space will be developed at the nearby Merlewood Estate Office.</p>	<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 – handle objects – lads keen for 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.

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 attender). 70% of the 5,000 attenders 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 Committee – For information	Dated: 13/07/2023
Subject: The Commons – Assistant Directors Update Apr-May 2023	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?	
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: Geoff Sinclair, Assistant Director The Commons	

Summary

The purpose of this report is to summarise activities across The Commons between April 2023 and May 2023. Key data is presented in a dashboard format with further detail given in the main report.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Appendix 1 contains a graphical representation of financial data to the end of May 2023 (period 02-24) These figures are The Commons Local Risk only and do not include non-local risk elements such as City Surveyors projects.
2. The first table in appendix 1 gives actual expenditure to the end of May 2023 against the whole year budget, subdivided by type and Division of Service (DOS), where BB is Burnham Beeches, SC is Stoke Common, WW is West Wickham and Coulsdon Commons and AC is Ashtead Common. This is further summarised graphically in the chart ‘Budget and Actuals by Type’, across all the DOS combined for this financial year.
3. There are no significant discrepancies between the budget and actual figures to note this early in the financial year. The seemingly overachieved government

grant income figures relate to the late payment of grant income for the 2022 calendar year which was reversed at year end. Payments for 2023 are yet to be received.

The Commons Key Data – Appendix 2

4. **Car Parking Income (Fig 1):** Overall car park income was up by nearly 5% on the same period last year. Farthing Downs and Burnham Beeches increased takings by £656 and £1,941 respectively. However, takings at Riddlesdown were down by 20% and permit sales across the piece were 26% lower than April and May 2022.
5. **Site of Special Scientific Interest (SSSI) (Fig 3):** Natural England (NE) condition assessment places ten of The Common's 14 SSSI Units in the highest, 'Favourable' category with remaining four unit in the next highest, 'Unfavourable Recovering' category. This data changes infrequently following assessment by NE.
6. **Volunteering (Fig 4):** Volunteers undertook 3,123 hours (446 seven-hour days) of work during the period, the equivalent of £31,230 using the National Lottery Heritage Fund's match funding calculator. Their activity during this period was generally focussed on maintaining and improving infrastructure; clearing drains and repairing paths at Burnham Beeches and Stoke Common, repairing dead hedge squeezes at Ashtead and improving step access to Riddlesdown Quarry. At Kenley Common volunteers turned hazel coppice into charcoal and sixth form students from Trinity School helped to protect valuable chalk grassland habitat.
7. **Antisocial Behaviour:** These are at very low rates.
8. **Accidents:** Accident data is still in the process of being compiled

Additional Important Updates

Livestock

9. The Sussex cattle at the Coulsdon Commons were turned out onto Woodplace Farm Fields on the western edge of Farthing Downs having spent the winter months inside the Merlewood barn. The Jacob ewes were bought into the barn for lambing, which ran smoothly with 21 lambs born. Livestock returned to Ashtead Common, Burnham Beeches and Stoke Common during May. At Ashtead 10 Belted Galloway cows supplied by Surrey Wildlife Trust grazed the upper part of the common. At Burnham Beeches cows grazed the main common throughout May contained within the No Fence virtual fencing system. The Exmoor ponies also returned. Grazier-supplied cows returned to graze both sections of Stoke Common.

Coronation events to celebrate volunteering.

10. The King's Coronation Bank Holiday with its Big Help Out theme was marked by two events at The Commons. Volunteer led guided walks at Ashtead Common

provided an opportunity for the volunteers to explain the valuable role that they play in conserving Ashtead's ancient oaks. This was followed by a thank-you reception for the volunteers at the office. Volunteers at Burnham Beeches appeared on BBC local radio to highlight their work, and they too supported events and guided walks during this period.

Events

11. At Burnham Beeches two meet the ranger events alone attracted over 230 individual visitors. The Engagement Rangers supported the Friends of Stoke Common by attending the Stoke Poges Fete. Easter and half term trails were popular with visitors and family and the Beeches has hosted numerous local school visits and other Community events. At Kenley and Coulsdon Common the first-ever Big Wild Walk saw a good turnout with over 100 people joining an activity-packed walk. Throughout the circular trail were several activity stations, all of which gave a flavour of how the rangers look after these two special open spaces and the incredible heritage features and wildlife that can be found there.

Green Flag Awards

12. All The Commons green spaces have been judged for Green Flag and Green Heritage awards. The results are coming through now, but news of success is embargoed until July 18.

Great Fuel Moisture Survey

13. The West Wickham Common Ranger has been assisting The Great Fuel Moisture Survey which aims to establish and test the scientific underpinning and key components required to build an effective, tailored UK fire danger rating system. This is part of a nationwide project funded by the UK's Natural Environment Research Council. Samples of common heather have now been sent to the University of Birmingham for analysis.

Survey and monitoring

14. At Stoke Common the annual whole site reptile survey was completed: 17 volunteers made 101 individual visits (149 hours) to the Common during April and May recording nearly 1000 (990) individual sightings of species and confirming that we have breeding populations of Adder, Grass snake, Common (Viviparous) Lizard and Slow worm. This demonstrates that animals are continuing to expand their range and colonise areas of heathland that the team have restored over the last 15 years of the City's ownership.

15. Volunteers and staff at Burnham Beeches attended a training session on how to assess the lichens on trees in relation to nitrogen levels. Subsequently some of the eco volunteers have been continuing with the monitoring.

Consultation Response on Bucks Local Plan and Bucks Transport Plan

16. Comments were submitted to Buckinghamshire Council on their vision for the local plan and local transport plan. Appendix 3 gives the comments made on the areas impacting on Burnham Beeches and Stoke Common. The comments are in line with comments made and actions arising in previous plans.

Appendices

Appendix 1 – The Commons Local Risk Financial Summary

Appendix 2 – The Commons Key Data

Appendix 3 – Comments submitted to the Buckinghamshire local plan vision consultation

Geoff Sinclair

Assistant Director, The Commons

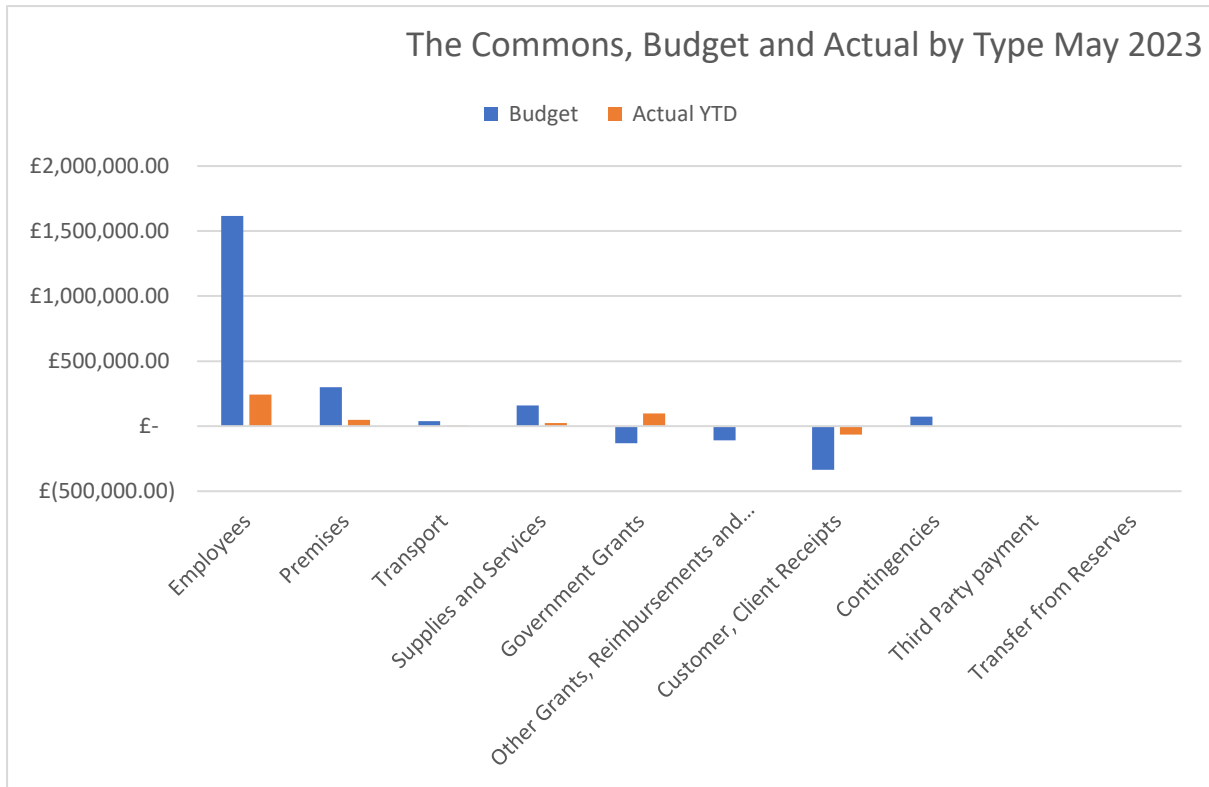
T: 01753 647358

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Summary of The Common's Expenditure and Income for the year to date (Two months)

Exp/Inc	P&L Header	DOS	Budget	Actual YTD
Expenditure	Contingencies	BB	-39,000	0.00
Expenditure	Contingencies	WW	-33,000	0.00
Income	Customer, Client Receipts	AC	-3,000	-535.17
Income	Customer, Client Receipts	BB	-219,000	-38,069.22
Income	Customer, Client Receipts	WW	-113,000	-26,320.98
Expenditure	Employees	AC	306,000	51,811.81
Expenditure	Employees	BB	701,000	103,808.35
Expenditure	Employees	SC	22,000	2,997.16
Expenditure	Employees	WW	590,000	83,659.82
Income	Government Grants	AC	-20,000	28,982.43
Income	Government Grants	BB	-35,000	49,758.00
Income	Government Grants	SC	-25,000	19,347.00
Income	Government Grants	WW	-50,000	0.00
Income	Other Grants, Reimbursements and Contributions	AC	0	-176.00
Income	Other Grants, Reimbursements and Contributions	BB	-110,000	-89.18
Income	Other Grants, Reimbursements and Contributions	WW	0	-487.64
Expenditure	Premises	AC	75,000	2,754.64
Expenditure	Premises	BB	75,000	19,259.21
Expenditure	Premises	SC	21,000	0.00
Expenditure	Premises	WW	128,000	25,233.87
Expenditure	Supplies and Services	AC	27,000	5,543.90
Expenditure	Supplies and Services	BB	98,000	9,629.43
Expenditure	Supplies and Services	SC	5,000	0.00
Expenditure	Supplies and Services	WW	30,000	7,668.75
Expenditure	Third Party payment	SC	1,000	157.00
Income	Transfer from Reserves	WW	0	
Expenditure	Transport	AC	11,000	4,203.60
Expenditure	Transport	BB	14,000	113.89
Expenditure	Transport	WW	14,000	1,026.17
Total			1,471,000	350,277

Appendix 1: The Commons performance against budget to end May 2023 (Period 02-24, 8.3% of FY)

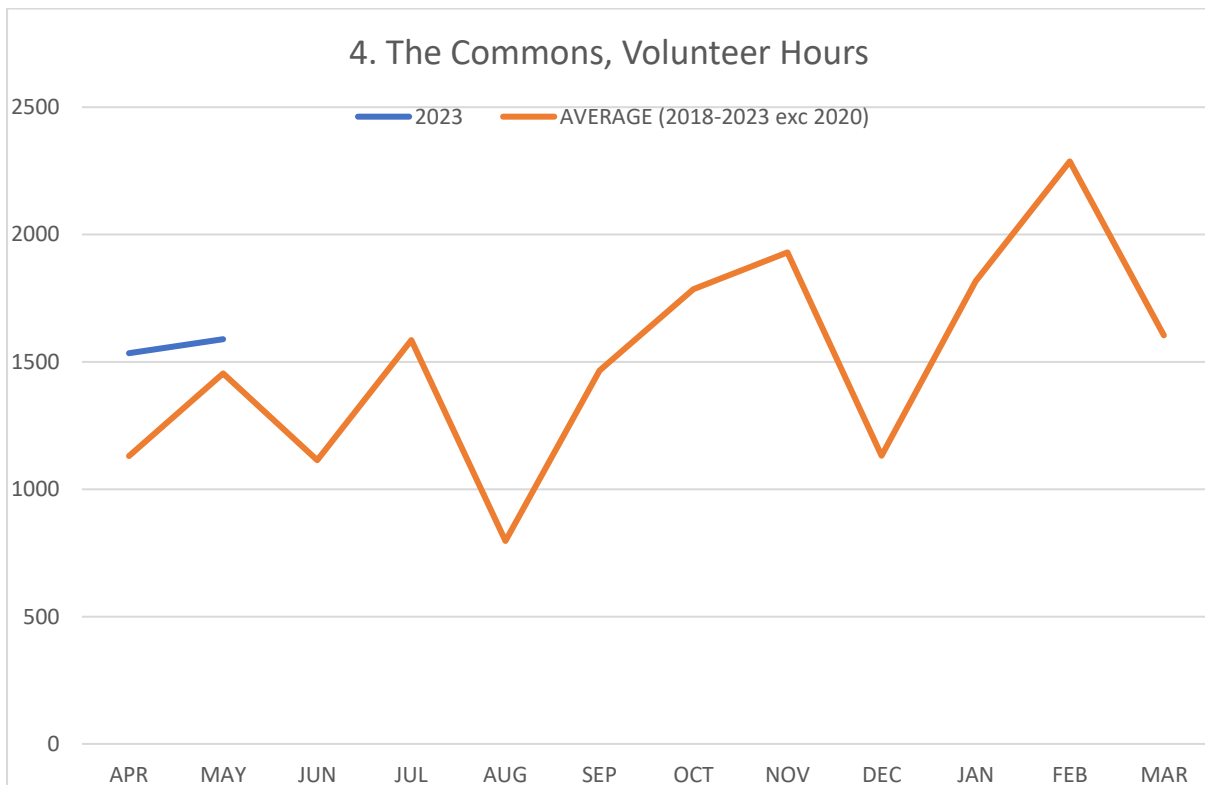
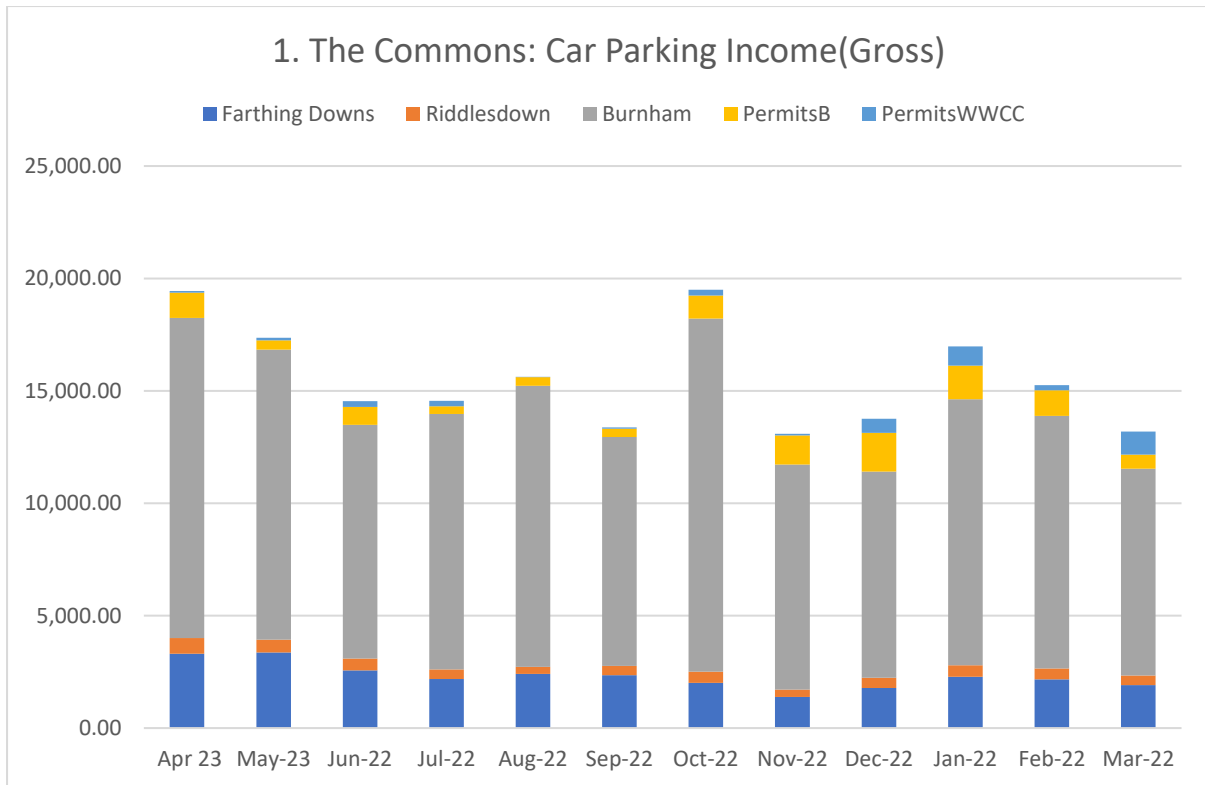


Progress Against Budget for the year to date (Two months)

EXPENDITURE	
£2,046,000	16%
Sum of Budget	Actual by Budget
£317,867.60	
Sum of Actual YTD	
INCOME	
£575,000	-5%
Sum of Budget	Actual by Budget
-£32,409.24	
Sum of Actual YTD	

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Appendix 2: The Commons: Key Data, May 2023



Appendix 3: Comments submitted on the The Local Plan for Buckinghamshire vision and objectives consultation

The Vision for 2040

The vision should recognise the need to protect biodiversity both within protected areas and across the county as well as protecting 'valued local landscapes' from harmful development. Especially statutorily protected sites such as Special Areas for Conservation, Sites of Special Scientific Interest and Local Wildlife Sites.

The UK Government's Environmental Improvement Plan (EIP23) published in January 2023 presents a strengthened 'biodiversity duty' for public authorities which includes that they must "Consider what you can do to conserve and enhance biodiversity". In addition, Buckinghamshire has an obligation regarding nature recovery and has made good progress as one of the pilot authorities which needs to be sustained into the future.

All legislation regarding Special Areas of Conservation must be adhered to and a Habitats Regulations Assessment of the local plan will be required to ensure that there is no harm to Burnham Beeches through implementing the local plan. Consideration should be made to the impacts of recreation pressure, air quality and hydrology. Previously, the City of London Corporation has worked closely with Natural England, the then South Bucks District Council (and subsequently Buckinghamshire Council) for many years to reduce the impact of development on the Burnham Beeches SAC and would wish to see the following documents arising from this collaboration rolled forward into the new plan with their obligations for developers remaining the same or enhanced.

- Development Management Guidance Note: hydrology in Burnham Beeches (February 2014)
- Burnham Beeches SAC strategic access management and monitoring strategy (SAMMS, adopted in 2020).
- The situation regarding air quality should also be reviewed.

Objective 1: Natural and built environment

The plan should recognise the need to protect important biodiversity areas as well as 'valued local landscapes' from harmful development and especially statutorily protected sites such as Special Areas for Conservation and Sites of Special Scientific Interest. If it were possible to further relieve the impacts of visitor pressure on Burnham Beeches through the development of an alternative green space for recreation such as a "gateway" which would also act as a buffer, this would be the best long-term solution and we would be happy to work with Buckinghamshire Council in order to help make this a reality.

Air pollution from development and transport is a significant harmful impact on important protected wildlife habitats including Burnham Beeches SAC.

The plan should recognise the impacts of air pollution and present a way forward to reduce these impacts over the life of the plan.

Objective 2 Mitigating / adapting to climate change

The plan should recognise the impact of development on the resilience of biodiversity to climate change. Directing growth to suitable locations must include consideration of the impact on protected species and habitats and especially those deemed vulnerable to climate change. This should be a material consideration along with 'connections and services' as outlined in point b

The nature recovery strategy should also include plans to continue to restore habitats where possible, to reduce their fragmentation and to provide buffers for nature reserves to increase the resilience of the landscape to climate change and to facilitate the movement of species to new areas of habitat where possible.

Objective3: Provision of homes

The plan should recognise the impact of housing on protected biodiversity sites and under C seek to 'ensure new housing is of high-quality design, low-carbon, and digitally enabled and in keeping with its surroundings and contributes to the protection of biodiversity and habitats. '

We continue to fully support the measures outlined in the Burnham Beeches SAC strategic access management and monitoring strategy (SAMMS, adopted in 2020), in particular the 500m zone around Burnham Beeches where there should be no new additional dwellings and the 500m-5.6km zone where developer contributions fund the SAMMS. As agreed in the supplementary planning document outlining the SAMMS we look forward to working with the council to review details of the projects and costs. Should the new local plan propose a large increase in the number of dwellings within 5.6km of the SAC the current SAMMS may not provide adequate mitigation and additional options may be needed and we would be happy to work with the council to discuss this further.

Local Transport Plan 5 (LTP5) vision and objectives

The Vision for 2040

The vision should recognise the need to conserve and enhance biodiversity in delivering the local transport plan and in particular the need ensure transport investment does not adversely impact protected biodiversity habitat and species.

The City of London Corporation has been pleased to work with Buckinghamshire County Council over many years on numerous transport infrastructure improvements that have been of considerable benefit to the Burnham Beeches Special Area of Conservation (SAC). Under the Conservation of Habitats and Species Regulations 2017 a Habitats Regulations Assessment of the local transport plan is necessary to ensure that the plan has no detrimental impact on the SAC.

Burnham Beeches is currently experiencing considerable damage from the transport infrastructure with the potential for this to worsen if the environmental needs of the SAC are not properly considered. For example, vehicles driving onto the edges of the nature reserve as they try to pass each other on the narrow roads. This is exacerbated each time the traffic on the A355 Farnham Common is slowed resulting in large numbers of vehicles using Egypt Lane/Hawthorn Lane to avoid the hold-up. Increased ownership of 4x4 vehicles and the number of delivery vans using this route further contributes to the problem. Further improvements through the Local Transport Plan should be carried out to benefit this internationally important biodiversity site (all of which have been discussed in previous LTPs) and should include:

Traffic management

- Reducing the speed limits on all the roads through Burnham Beeches to 30mph

- Introduction of traffic calming measures to restrict large vehicles and reduce the amount and speed of traffic on Egypt Lane and Park lane.
- Consider options for changing the road surface on Egypt Lane and Park Lane to reduce its desirability for traffic.

Traffic Route Design

- Consider the closure of Park Lane to motor vehicles and Egypt Lane to through traffic continuing the successful car free zone established at Burnham Beeches over the past 15 years
- Consider designating the road through Burnham Beeches as “quiet lanes” more in keeping with their status as country roads through a nature reserve.
- Explore the options for ensuring that satnavs direct vehicles on other routes rather than those through Burnham Beeches.
- Complete the M4, M40 and M25 motorway box with the upgrade of the A404 to dual carriageway along the whole length which would remove traffic from the A355 reducing the likelihood of vehicles impacting the SAC

Kerbing and Kerb Maintenance

- Extension of the kerbing programme further along Hawthorn Lane. Kerbing prevents the roads being widened each time they are resurfaced, which encroaches on the nature reserve. They should also prevent erosion/compaction of the edge of the SAC (see below)
- Sweeping the roads with previously installed kerbs each year to prevent build-up of organic matter reducing the efficacy of the kerbs. When effective the kerbs prevent vehicles from driving onto the edges of the nature reserve causing compaction and destruction of vegetation. (This action was agreed in a previous LTP but there has been no road sweeping in recent years).
- Maintenance of the previously installed kerbs to ensure they continue to be effective.
- Management of roadside drainage to reduce harmful run off to protected sites.

Under the current Local Transport Plan there are supposed to be parking restrictions coming into force on the roads through Burnham Beeches and nearby in Farnham Common (for example around Kingsway). We understand that these have all been agreed but we are still waiting for them to be implemented by the council. We would still support their implementation as one means of reducing harmful impacts on the SAC

Objective 1: Connecting our economy

Through “maximising investment into transport for the benefit of residents and local businesses” the objective does not acknowledge the substantial impact of the highway network on biodiversity and protected biodiversity sites, such as Burnham Beeches SAC through erosion, fragmentation and pollution.

Implementation of this objective should be undertaken recognising the authority’s duty under the Environmental Improvement Plan (EIP23) to conserve and enhance biodiversity. Delivery of transport projects should be undertaken ensuring biodiversity, and especially protected biodiversity sites such as Burnham Beeches SAC, are improved or at least not adversely impacted.

An additional action to, 'Ensure transport investment projects will conserve and enhance biodiversity' would reconcile the economic development need with the enhanced biodiversity duty of the authority.

Objective 3: Building places for people

Open and green spaces are recognised in the proposed Buckinghamshire Local Plan Vision Consultation as important for supporting active lifestyles and good physical and mental health. Additionally, highway investment has the potential to conserve and enhance biodiversity achieving benefits such as greater climate resilience of threatened biodiversity, better protected biodiversity sites, reducing fragmentation and generally healthier more robust ecosystems.

This objective should include an action to conserve and enhance biodiversity through investment in the transport network and ensure that protected biodiversity sites, such as Burnham Beeches SAC, are enhanced through the LTP's implementation. The latter could include actions such as:

- Providing alternative natural green spaces for local residents, to relieve the pressure on those that currently exist
- Investigating options for better public transport links between stations/housing areas and places of interest such as country parks, National Trust properties and public open spaces.
- Improving facilities for cyclists and walkers. Currently many of the roads through Burnham Beeches are perceived as too dangerous which encourages people to drive to the nature reserve.
- Directing non-essential traffic away from nature reserves.
- Working with other partners such as Natural England and City of London Corporation to produce a site nitrogen action plan (SNAP) to reduce nitrogen levels throughout Burnham Beeches and implement its recommendations.

Committee(s)	Dated:
Epping Forest and Commons Epping Forest Consultative Group	13/07/23 21/10/23
Subject: Epping Forest – Assistant Director’s Update April – May 2023 (SEF 16/23)	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 if required
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 – Assistant Director (Superintendent) of Epping Forest	

Summary

The purpose of this report is to summarise Epping Forest’s activities between April and May 2023. The Assistant Directors report is presented in a revised format that retains essential information for Members, using a dashboard style to summarise key data and statistics. Further data streams will be added to subsequent reports.

Of particular note the death of a cyclist crossing Epping New Road; the continuing rise in fly tips despite the introduction of new household waste pre-booking arrangements at Waltham Forest; empty lodges associated with the recruitment process and the submission of a second Countryside Stewardship Scheme associated with Epping Forest.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Epping Forest Local Risk Financial Summary – Appendix 1

1. Appendix 1 contains graphical representation of financial data to the end of March 2023 (period 1223). These figures are Epping Local Risk only and do not include central risk elements such as City Surveyors projects.
2. The first table in appendix 1 gives actual expenditure to the end of May 2023 against whole year budget, subdivided by type and Department of Service (DOS), where CGC is Chingford Golf Club, CSS is Countryside Stewardship, WF is Wanstead Flats (football) W&W is Woodredon and Warlies and EF is all other expenditure/income at Epping Forest. This is further summarised graphically in Budget and Actuals by Type, across all these Departments of Service for this financial year.
3. Debt figures have been managed downward very significantly over the last twelve months, a reduction in debt by £50,844.62 since the last report. Property debts are largely wayleaves and similar, administered through one system, while non-property are all other payable invoices raised by the Epping Forest office.
4. The overall financial summary at Appendix 1 shows figures at 31st May. We are broadly on budget as expected at this early stage of the financial year.
5. All financial information shown in Appendix 2 is a subset of these Appendix 1 figures.

Epping Forest Key data – Appendix 2

6. **Car Parking Income (table 1)** – Monthly income for car parking in FY 22/23 is approximately the same as that received in the previous financial year.
7. **Licencing (table 2)** - Licencing continues to do well, particularly in Filming and Photography. This is an unpredictable income stream, but work continues to focus on growing this area where possible. The large miscellaneous element in April 23 is annual fair licence fees.
8. **Golf Income (table 3)** – Income is reduced for April and May mainly due to the wet weather. Yearly income totals show a healthy outturn against budget. Project work on holes 3, 9, 15 & 16 to rebuild and level the teeing areas continued. Irrigation on these holes along with holes 2 & 10 were upgraded to improve water delivery improving playing surfaces in peak season months.
9. **Energy Consumption (table 4)**- The Epping Forest team are have invested in battery storage for our existing large solar arrays to utilise power during peak periods, avoiding the loss of value by channelling excess power to the

National Grid at a low tariff. These are on site awaiting final connection.

10. **Waste Disposal (table 5)** - The 1.95% rise in Landfill Tax Disposal charges to £98.60 per tonne since April 2022 continues to be reflected in the rise in disposal charges, alongside fluctuations in fly tipping experienced. These disposal costs include our own waste generated as well as that collected from litter, fly tip clearance or speciality waste.
11. This data will be utilised to monitor the impact of trials of new time slot booking and identification requirements at Household Waste Recycling Centres in Essex, which began on 13 March 2023.
12. **Fly tips (table 6)** – General household waste continues to dominate the fly tips experienced across Epping Forest.
13. **Staff Vacancies (table 7)** - This pie chart shows FTE posts in current structure (not proposed structure post-TOM phase 2) filled either by permanent or fixed term contract, versus vacant. Posts filled with casual or temporary staff are shown as vacant.
14. **Volunteering (table 8)** – Although variable, volunteer hours continue to average at around 1,000 hours per month level. There is often a lag in hours work and data recorded, so recent months will be updated in future reports.
15. **Current Lodge Occupancy** –13 lodges are currently empty. Refurbishment works, including removal of known asbestos containing materials are being undertaken from local risk and Forest Fund, but outcome of TOM is awaited prior to making decisions on future use. These figures do not include facilities at Field Studies Centre High Beach, or the Warren House.
16. **Visitor Centre Numbers (table 10)** - Visitor numbers mirrored previous year trends.
17. **Outstanding Tree Works** – Formal confirmation of funds carried forward from 222/23 financial year is awaited but work continues at full pace with all in house arborist teams now on 100% tree safety works until the figures are once again manageable.
18. **Grazing (table 12)** - Due to the lack of rain in spring the main herd of cattle were kept in 4 weeks longer than last year. All the cattle are out grazing on various sites across the Forest and Buffer Lands. Warren Hill is being grazed for the first time in recent history with 5 cows, this links in with previous 10-year stewardship scheme to restore wood pasture habitat and increase the open grass glades.
19. **Site of Special Scientific Interest (SSSI) (table 13)** - Natural England's current assessment places 30 of the Forest's 38 SSSI compartments in 'Favourable' or 'Unfavourable Recovering' condition.

20. **Quality Awards** - Green Flag and Green Heritage Site awards last renewed 30th July 2022. Coveted Visit England 'Blue Badge' Visitor Attraction Quality Assurance Scheme (VAQAS) also renewed.

21. **Social Media** – Follower numbers on Facebook, Instagram and Twitter remain healthy.

Forest Services

22. A serious collision on the Epping New Road has resulted in the death of a cyclist who appeared to be crossing an informal route between Wakes Arms and Robin Hill roundabouts. Emergency Services attended the incident with support from two air ambulances. It has been reported that a local motorcyclist has been charged in relation to the incident.

Operations

23. Work has been principally focused on tree safety and vegetation against property responsibilities, alongside contracted work on the hazardous trees and the Epping Forest Tree Inspection programme. The appointed contractors have identified a further 828 lines of additional work.

Learning

24. The learning team are leading a new 'Climate Action Pathways in Education' (CAPE) alliance, bringing together teachers and researchers to develop best practice in climate education. The alliance will work together to change today's education for tomorrow's climate, equipping people with the knowledge and skills to take climate action and protect the environment.

25. The learning programme has engaged 678 school students at Epping Forest (April – May 2023). The programme has reached schools from some of London's most deprived boroughs, including Hackney, Waltham Forest and Haringey. Schools took part in facilitated workshops that support the National Curriculum and boost fusion skills, wellbeing and connection to nature. The team also engaged a group of young refugees who were able to explore the forest through guided walks and activities.

26. Epping Forest school visits:

	Number of Students	Borough
April	92	Camden
	61	Barnet
May	300	Waltham Forest
	120	Harrow
	40	Hertfordshire
	60	Redbridge
	30	City of London
	56	Haringey
	90	Hackney

Projects

27. **Countryside Stewardship Grant Scheme** - An application to the government's Countryside Stewardship (CS) grant scheme is being prepared for the second half of the Forest, this follows on from the first CS agreement started in 2020. The works cover restoration of nationally important habitats, preservation of historic features and assisting visitors to navigate the Forest. Proposals have been updated following public consultation and these changes are presented to July Epping Forest & Commons Committee, as a separate report. The application will be completed by September.

Appendices

Appendix 1 – Epping Forest Local Risk Financial Summary

Appendix 2 – Epping Forest Key Data

Appendix 3 – Epping Forest Project Gant chart

Paul Thomson

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E: paul.thomson@cityoflondon.gov.uk

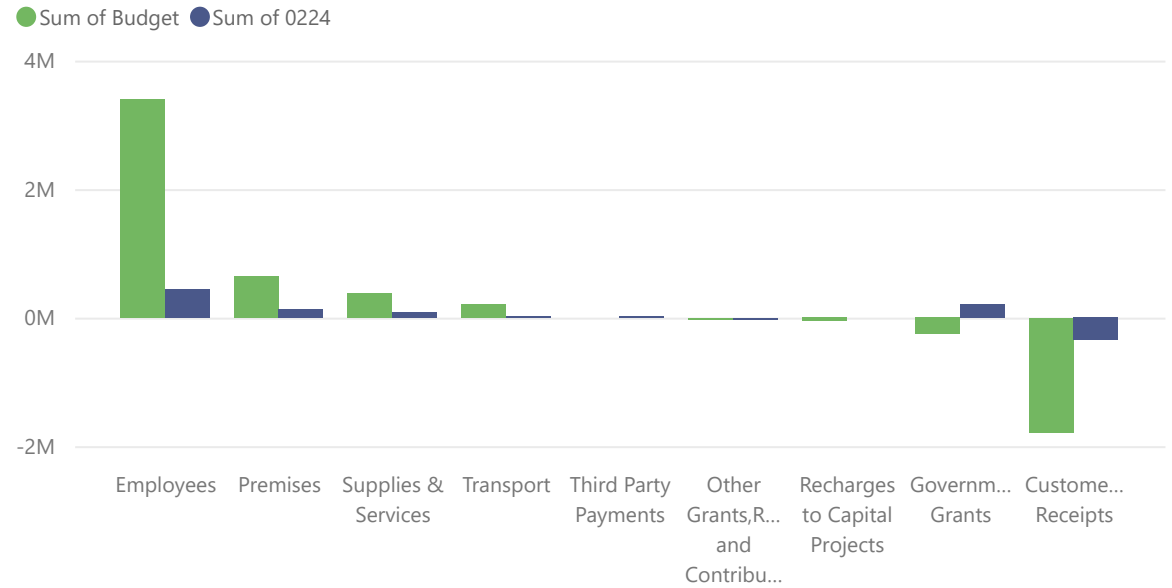
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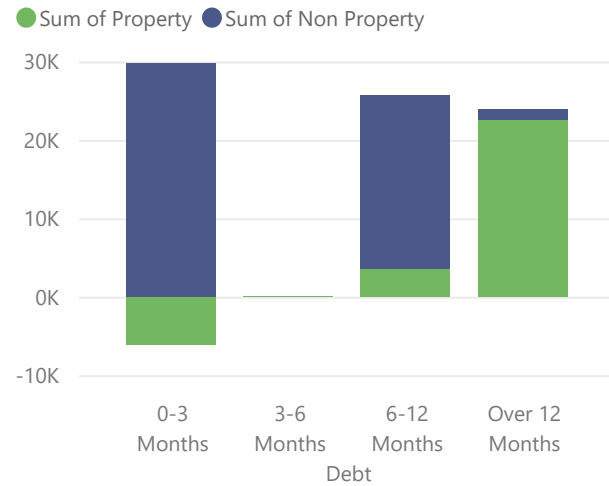
Exp/Inc	P&L Header	DOS	Sum of Budget	Sum of 0224
Expenditure	Employees	CGC	189000	24,462.04
Expenditure	Employees	EF	3007000	383,597.19
Expenditure	Employees	W&W	51000	8,527.72
Expenditure	Employees	WF	146000	32,172.11
Expenditure	Premises	CGC	29000	1,962.13
Expenditure	Premises	CSS	173000	0.00
Expenditure	Premises	EF	408000	131,809.89
Expenditure	Premises	W&W	6000	1,060.44
Expenditure	Premises	WF	35000	3,520.80
Expenditure	Supplies & Services	CGC	50000	14,401.26
Expenditure	Supplies & Services	EF	317000	66,555.98
Expenditure	Supplies & Services	WF	12000	2,487.04
Expenditure	Third Party Payments	EF	0	207.20
Expenditure	Transport	CGC	8000	0.00
Expenditure	Transport	EF	190000	28,109.12
Expenditure	Transport	WF	11000	0.00
Income	Customer,Client Receipts	CGC	-348000	-140,720.88
Income	Customer,Client Receipts	EF	-1292000	-200,222.79
Income	Customer,Client Receipts	W&W	-69000	-5,014.42
Income	Customer,Client Receipts	WF	-80000	-4,588.59
Income	Government Grants	CSS	-173000	205,970.30
Income	Government Grants	EF	-72000	0.00
Income	Government Grants	W&W	-12000	0.00
Income	Other Grants,Reimbursements and Contributions	EF	-3000	-6,752.70
Income	Recharges to Capital Projects	EF	-49000	0.00
Total			2534000	547,543.84

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Budget and Actuals by type



Debt ↓ Down £50,844.62 since last report



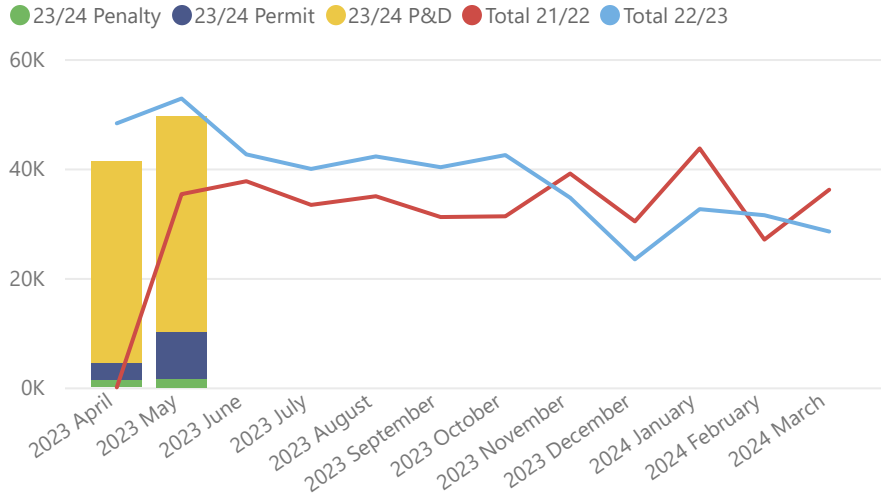
Expenditure
 698,872.92 Sum of 0224
 4632000 Sum of Budget
 15.09% Percent

Income
 -151,329.08 Sum of 0224
 -2098000 Sum of Budget
 7.21% Percent

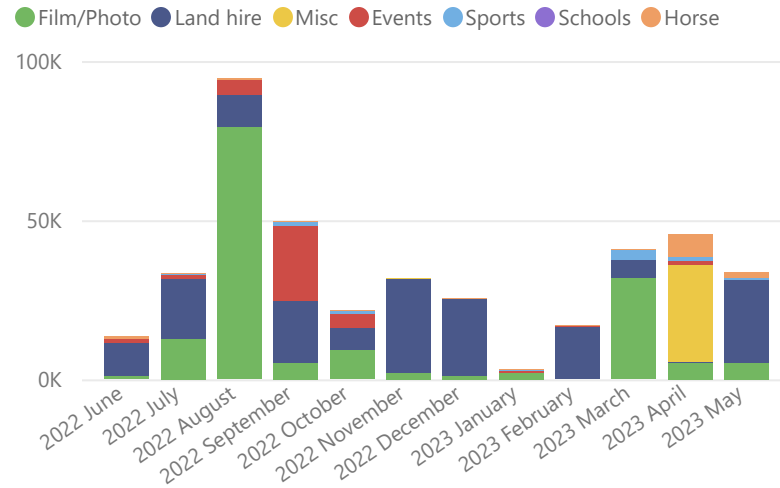
Epping Forest performance against budget to end May 23 (period 0224, 17% of FY)

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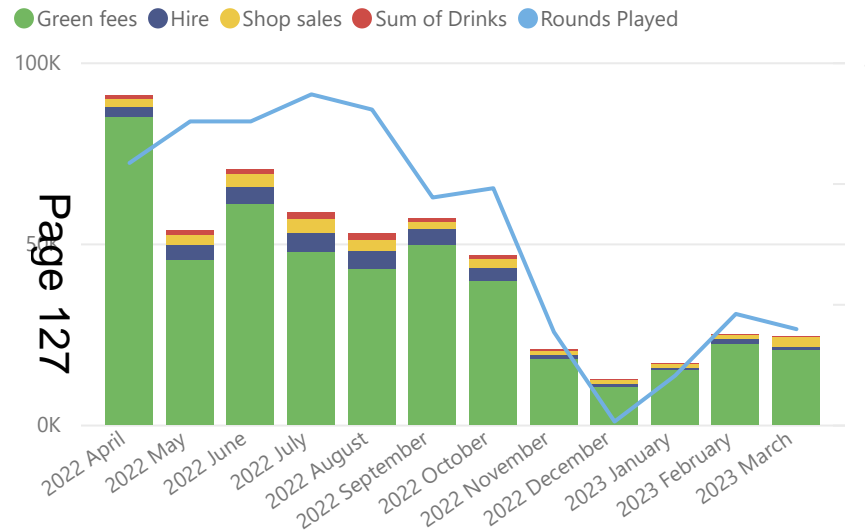
1. Car Parking Income



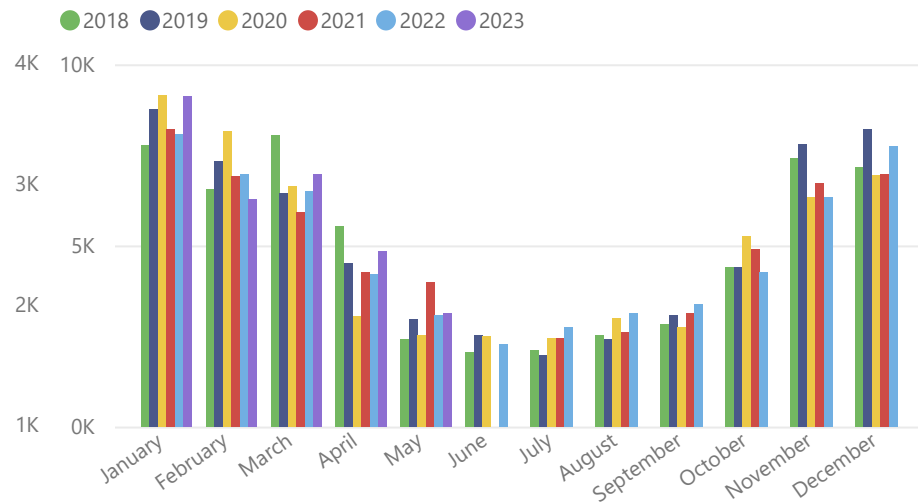
2. Licensing Income 2022/23



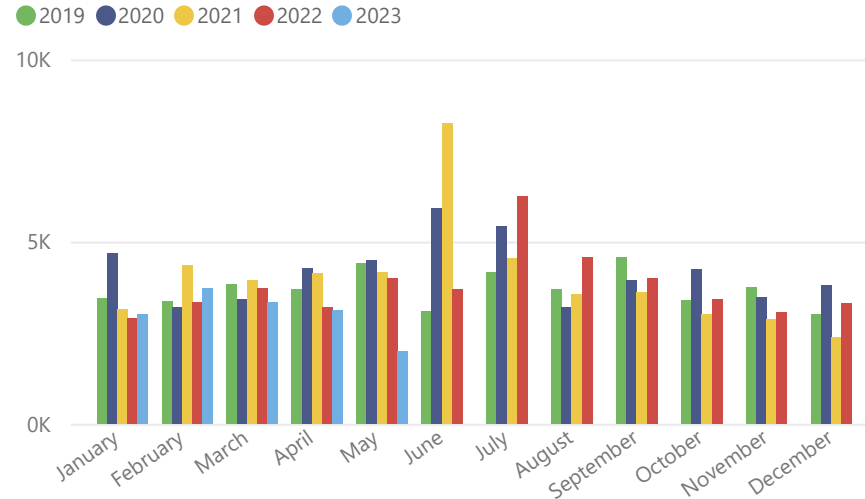
3. Golf Income



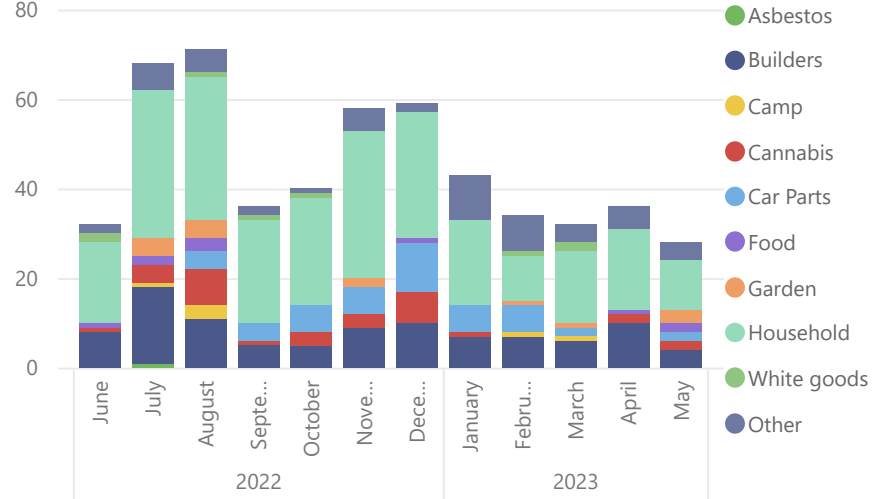
4. Energy Consumption at the Warren kWh



5. Waste Disposal Costs by Month



6. Fly Tips Rolling Year



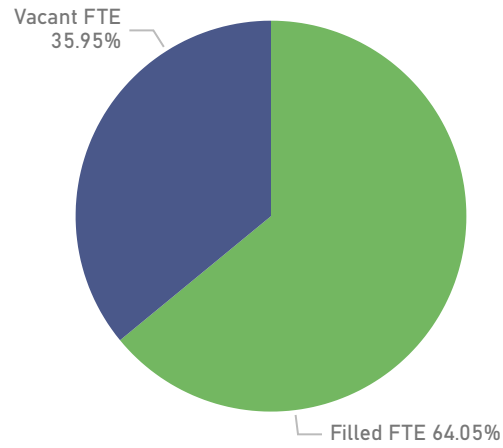
Tenancies and Wayleaves



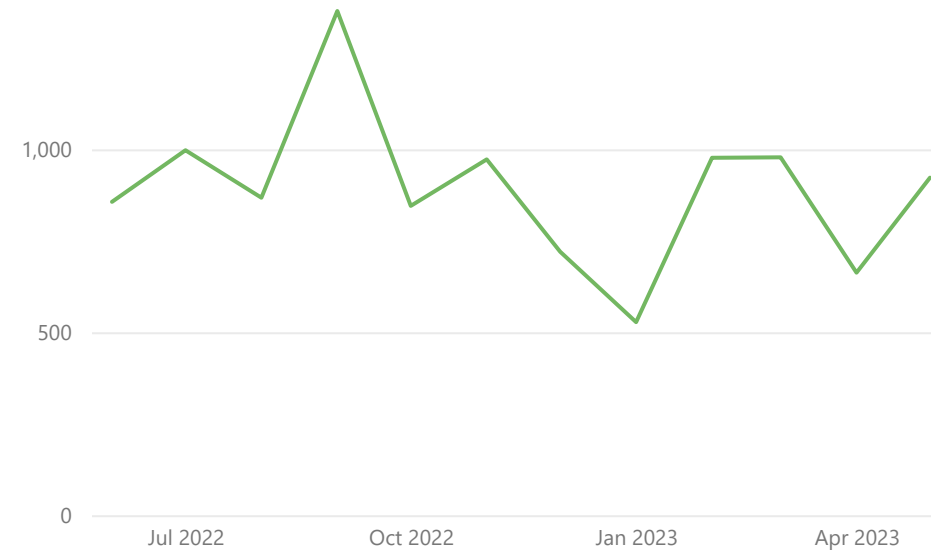
Football income



7. Current Staff Vacancies



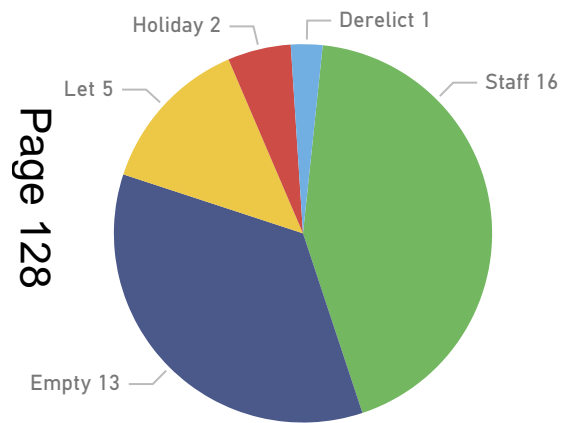
8. Volunteer Hours



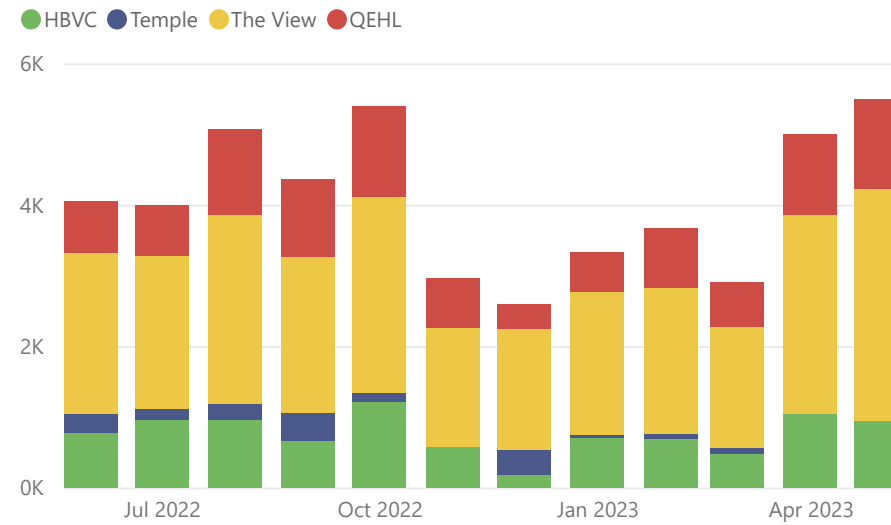
Prosecutions



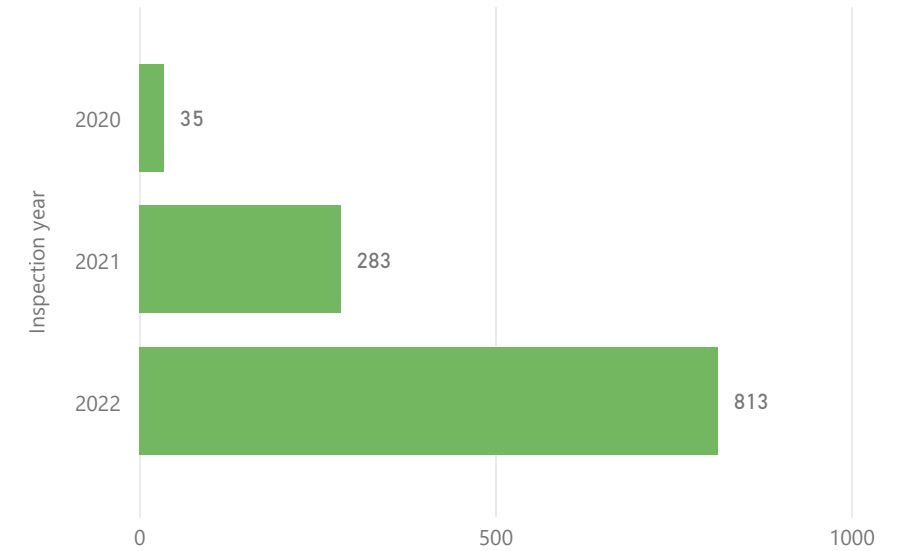
9. Current Lodge Occupancy



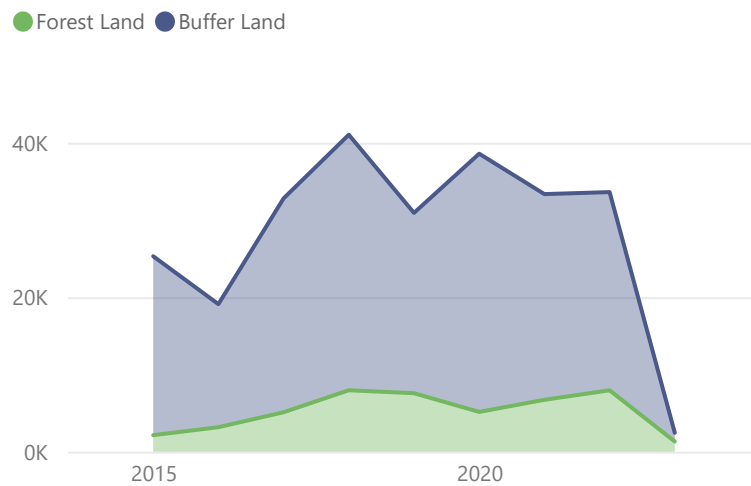
10. Building Visitor Numbers



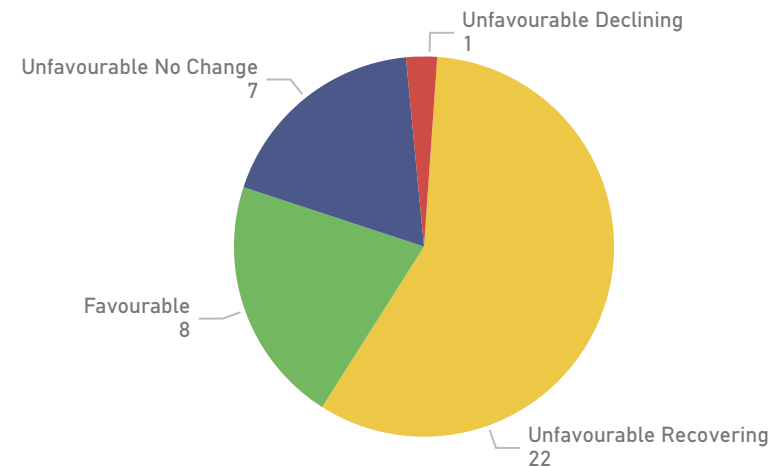
11. Outstanding Tree Works



12. Grazing Days by Year



13. NE SSSI Condition



VAQAS
Renewed

Green Heritage
Renewed

Green Flag
Renewed

Facebook
4600 ←

Instagram
3816 ↑

Twitter
9821 ←

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