



Epping Forest & Commons Committee INFORMATION PACK

N.B: These matters are for information and have been marked * and circulated separately. Members are encouraged to submit any questions on these items to the Committee Clerk or the Chair prior to the start of the meeting. The Chair would like members to be aware that if they do not submit questions in advance they may not be taken due to time constraints. These information items have been collated in a supplementary agenda pack and circulated separately.

Date: MONDAY, 26 JANUARY 2026

Time: 2.00 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Part 1 - Public Agenda

9. *CYCLICAL WORKS PROGRAMME UPDATE

Report of Executive Director, Environment.

For Information
(Pages 3 - 6)

10. *SENIOR OFFICER RECRUITMENT

Report of Executive Director, Environment.

For Information
(Pages 7 - 18)

Burnham Beeches & The Commons

11. *ASSISTANT DIRECTOR (SUPERINTENDENT) BURNHAM BEECHES AND THE COMMONS UPDATE

Report of the Executive Director, Environment.

For Information
(Pages 19 - 24)

12. *RISK MANAGEMENT UPDATE REPORT - THE COMMONS (SUMMARY)

Report of Executive Director, Environment.

For Information
(Pages 25 - 38)

13. *OPERATIONAL FINANCE PROGRESS REPORT Q2 2025/26 - THE COMMONS

Report of the Chamberlain.

For Information
(Pages 39 - 72)

Epping Forest

15. *ASSISTANT DIRECTOR SUPERINTENDENT'S EPPING FOREST UPDATE

Report of the Executive Director, Environment.

For Information
(Pages 73 - 90)

16. *RISK MANAGEMENT UPDATE REPORT - EPPING FOREST (SUMMARY)

Report of Executive Director, Environment.

For Information
(Pages 91 - 100)

17. *OPERATIONAL FINANCE PROGRESS REPORT Q2 2025/26 - EPPING FOREST

Report of the Chamberlain.

For Information
(Pages 101 - 116)

19. *COMMITTEE DIARY AND UPCOMING EVENTS

Report of Executive Director, Environment.

For Information
(Pages 117 - 122)

City of London Corporation Committee Report

Committee(s): Epping Forest and Commons Committee	Dated: 26 January 2026
Subject: Cyclical Works Programme (CWP) Update – Epping Forest and Commons	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	All Corporate Plan outcomes
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director, Environment Dept	Katie Stewart
Report author: Head of Estates, Business Services, Environment Dept	Matt Collier

Summary

Following a request by the Committee at the last meeting, to establish a better understanding of the work that has progressed to reset the relationship between the Epping Forest and Commons teams and City Surveyors' Department, this report highlights the improvements that have been achieved to date, in respect of the assets and estates managed by the team and for which the Committee is responsible. This report specifically provides an overview of the work in progress through the Cyclical Works Programme (CWP) a five-year property asset repairs and maintenance programme, and within that, the work that commenced in April 2024 across Epping Forest and the Commons, in collaboration between the Environment Department and City Surveyors' Department. This deployment of funds and progression of property asset refurbishments through the CWP, is supporting a wider asset optimisation and income generation initiative, aimed at improving all operational property across Epping Forest and the Commons and transforming underutilised assets, including Project Lodges – Epping Forest, comprising a total of 10 lodges (7 Stage 1 lodges for refurbishment and 3 Stage 2 lodges for further due diligence).

This is an example of the way in which the Division and Environment Department are improving their oversight and approach to driving the necessary investment in and management of the Department's assets.

Recommendation(s)

Note this report and the ongoing progress of property asset optimisation initiatives supported by the CWP, including Project Lodges – Epping Forest.

Main Report

Background

1. The Environment Department is currently delivering a transformation in its approach to and capacity for managing its assets and estates across all services, including the Natural Environment Division and the open spaces that the Division manages on behalf of the Charities. In the last year, the Department was successful in securing transformation funding to recruit a Head of Estates to allow the Department to review these assets and put in place the information, systems and governance to enable senior management to provide better oversight, and by extension provide improved information and assurance to Committees in respect of the assets for which their Committees are responsible.
2. This report provides an update to Committee, specifically on the five-year Cyclical Works Programme (CWP), which is a critical element of the wider programme of the Department's asset management programme. The work undertaken on the CWP with the City Surveyors' Department, has enabled the Department to develop new ways of working, which is feeding into the Department's Estates Board. This critical piece of internal governance has now been established and is a regular meeting between senior officers within the Environment Department and the City Surveyors' Department, to oversee CWP, other works and maintenance across the estate. This has also provided a forum to escalate issues of concern across the estate and a plan to resolve these at a strategic level. Further consideration will also be given to the way in which information is reported, and assurance is provided to Committees on a regular basis.

Cyclical Works Programme – Current Position

3. The CWP has successfully deployed circa 33% of budgeted funds, across Epping Forest and Commons real estate assets, since the programme commenced in April 2024, totalling £5.32 million. This has included a number of essential asset upgrades, including Project Lodges – Epping Forest : the deployment of funds to refurbish underutilised housing stock into income generating assets for the charity (10 lodges in total, comprising 7 lodges in project stage 1 for refurbishment, with 6 of these lodges going to market for rent in the first half of 2026 and 3 lodges in project stage 2 that are undergoing further due diligence).
4. As of 5th January 2026, the five-year CWP has deployed a total of £5.32 Million since April 2024, through the delivery of strategic upgrade projects across real

estate assets at Epping Forest and Commons, with itemised progress by estate, noted below.

Estate	CWP Budget(£)	CWP Deployed(£)	Deployed%
Epping Forest	£11,168,105	£3,538,285	32%
Ashtead Common	£557,500	£383,624	69%
Burnham Beeches	£1,529,500	£330,931	22%
Coulsdon Common	£169,500	£84,700	50%
Riddlesdown	£239,942	£71,798	30%
West Wickham Common	£175,500	£16,398	9%
Farthing Downs & New Hill	£501,412	£172,406	34%
Spring Park	£218,985	£114,374	52%
Merlewood	£1,199,000	£517,812	43%
Commons General*	£137,000	£92,763	68%
TOTAL	£15,896,444	£5,323,091	33%

*Commons General includes essential estate items, for example: drainage, retaining.

Project Lodges – Epping Forest

5. Project Lodges Epping Forest (*comprising 10 lodges in total – Stage 1: 7 lodges, Stage 2: 3 lodges*) will see the letting of two stage one lodges by the end of quarter one 2026, generating a projected combined gross rental income of £54,000 per annum. The remaining stage one lodge refurbishments through the CWP are on track for completion in quarter two 2026 and are expected to generate a further gross rental of £108,000 per annum to the charity.

Stage 1 (Refurbishment)		Stage 2 (Due Diligence)
Lodge	Gross Rent/Year Estimate	Lodge
Garden Cottage	£24,000	Old Keepers Lodge
North Lodge	£30,000	44 The Plain
Caddie House	£18,000	Southern Cottage
Keepers Lodge	£30,000	
2 Paul's Nursery	N/A (Staff Lodge)	
1 Paul's Nursery	£30,000	
Dairy Farm	£30,000	
TOTAL	£162,000	

Corporate and Strategic Implications

6. The proposed actions will support delivery of the Corporate Property Asset Management Strategy and the Corporate Plan 2024-29 outcomes. Efficient asset management will ensure our operational assets are fit for purpose and enable us to continue to deliver high-quality services.

Financial Implications

7. Asset optimisation aligns with the Charities' objectives, ensuring that resources are used to enhance asset performance and contribute to the Charities' wider objectives.

Risk Implications

8. Real estate assets are within the scope of the Natural Environment Charities Review. The review aims to support the future financial sustainability of each of the Natural Environment Charities, thereby mitigating a potential financial risk. All real estate assets within the CWP are being considered in line with this review.

Climate implications

9. Asset refurbishments, where appropriate, are key to meeting Net Zero Carbon targets under the Climate Action Strategy. Furthermore, Epping Forest and Commons assets are part of the solution to deliver net zero Carbon targets.

Conclusion

10. As part of the wider programme of work, to enable the Environment Department and the Natural Environment Division to establish a better oversight of, and deploy a more strategic management approach in respect of the estate and assets that the services manage on behalf of the Corporation's Committees, this report provides a brief overview of the work being undertaken and specifically an update on the progress that has been achieved to date in the delivery of the Cyclical Works Programme (CWP) as an example of the outcomes coming out of that programme.
11. The Cyclical Works Programme (CWP), delivered by the City Surveyor Department, in collaboration with the Environment Department, has successfully progressed optimisation and income generation opportunities across the portfolio, including Project Lodges – Epping Forest and continues to demonstrate how targeted investment can unlock value: by refurbishing seven properties now and progressing due diligence on a further three, the charity can convert underutilised assets into income producing homes, supporting both service delivery and charitable objectives.
12. Looking ahead, 2026 will bring a number of updates and new projects to Members, as further optimisation opportunities are identified.

Appendices

- N/A

Matt Collier

Head of Estates, Business Services, Environment Department

T: 07 848 819 101

E: matt.collier@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Natural Environment Board - For information. West Ham Park Committee- For information. Epping Forest & Commons Committee- For information. Hampstead Heath Consultative Committee Hampstead Heath, Highgate Wood and Queen's Park Committee- For information.	Dated: 11/12/2025 11/12/2025 26/01/2026 13/01/2026 03/02/2026
Subject: Senior Officer Recruitment	Public report: For Information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes provides statutory duties provides business enabling functions <p>[delete as appropriate – details should be added in the strategic implications section]</p>	Leading Sustainable Environment; Flourishing Public Spaces; Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart Executive Director Environment
Report author:	Emily Brennan Natural Environment Director

Summary

This report outlines the process for recruiting a new Deputy Director for the Natural Environment Division, following the resignation of the previous postholder. It details interim arrangements to ensure continuity of leadership and the steps for permanent recruitment, in line with the Senior Officer Recruitment Procedure. Members are asked to note the report and endorse the proposed approach.

Recommendation(s)

Members are asked to:

- Note the report.
- Endorse the recruitment plan for the Deputy Director, including interim arrangements and committee involvement.

Main Report

Background

1. The Deputy Director of the Natural Environment Division has resigned and will be leaving the Corporation at the end of January 2026. This is a critical senior management position, essential for strategic, operational, and stakeholder leadership within the Division.

Current Position

2. The responsibilities and job description for the Deputy Director have been reviewed and updated to reflect the evolving needs of the Division. The role remains unchanged in grade and core duties but now includes line management of Head Rangers for The Commons and removal of Stakeholder Engagement Officer role (Appendix 1).

Proposals

3. To ensure continuity of leadership and maintain delivery of statutory obligations and Corporate Plan outcomes, the following steps are proposed:

Interim Appointment

An internal interim Deputy Director will be appointed on a six-to-nine month secondment/acting-up basis. This provides stability for the Natural Environment Division and offers a development opportunity for existing staff and will enable a handover with the outgoing postholder.

Permanent Recruitment

An external recruitment process for the permanent Deputy Director will run concurrently with the interim arrangements. The process will follow the Senior Officer Recruitment Procedure, with the Chair and Deputy Chair of the Natural Environment Board involved in shortlisting and interviews.

The job description has been updated to reflect current needs, including line management of the Commons Head Rangers.

Timeline

Interim appointment: Beginning of January 2026 – September 2026.

Permanent recruitment: campaign launched early March, appointment expected by early September.

Risk Mitigation

This approach minimises management risk, ensures continuity of leadership, and supports staff engagement during the transition period.

Corporate & Strategic Implications

Strategic implications - The recruitment plan directly supports the delivery of the Corporate Plan 2024–2029. It ensures strong leadership for environmental sustainability and climate resilience under the outcome of Leading Sustainable Environment. It also secures the stewardship of green spaces in line with Flourishing Public Spaces and maintains continuity of high-quality services for communities and visitors under Providing Excellent Services. By implementing this plan, the Natural Environment Division can continue to meet its statutory obligations and strategic priorities without disruption.

Financial implications – None.

Resource implications - The interim appointment will be managed through an internal secondment, making use of existing staff resources and minimising additional costs. The permanent recruitment process will require support from the Human Resources team and involvement from the Chair and Deputy Chair of the Natural Environment Board during shortlisting and interviews. No additional capital expenditure is anticipated, and any minor costs, such as advertising, will be met from existing budgets.

Legal implications – None.

Risk implications - If no interim arrangements were in place, there would be a significant risk of leadership gaps affecting statutory compliance, project management, operational delivery and communications. Delays in the permanent recruitment process could extend the interim arrangements, but this risk is mitigated by running both processes in parallel. There is also a reputational risk if continuity is not maintained, which will be addressed through a structured handover and clear communication with stakeholders.

Equalities implications – The recruitment process will comply fully with the Public Sector Equality Duty 2010. All stages, including advertising, shortlisting, and interviews, will be conducted in a fair and transparent manner to ensure equal opportunity for all candidates. The proposals within this report are not expected to have a negative impact on individuals protected under existing equality legislation, such as age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity. Where appropriate, reasonable adjustments will be made to support candidates throughout the process.

Climate implications – None.

Security implications – None.

Conclusion

4. This report sets out the approach to recruiting a replacement for the outgoing Deputy Director of the Natural Environment Division. By appointing an interim Deputy Director and commencing the permanent recruitment process in parallel, the Division will maintain continuity of leadership, safeguard statutory obligations, and ensure delivery of Corporate Plan outcomes.

The updated job description reflects current operational priorities (Appendix 1), and committee involvement in the recruitment process provides assurance of transparency and governance. These measures collectively mitigate operational and reputational risks while supporting staff development and organisational stability.

Appendices

- Appendix 1 – Updated Job Description

Emily Brennan

Natural Environment Director

E: emily.brennan@cityoflondon.gov.uk



JOB DESCRIPTION	
Job Title	Natural Environment Deputy Director (Interim)
Department	Environment Department, Natural Environment Division
Grade	Grade I
Duration	This post is being offered as an internal 'acting up' opportunity for six to nine months' duration.
Location	Guildhall or one of the Natural Environment site offices (post holder is required to be flexible across all Natural Environment sites)
Responsible to	Natural Environment Director
Responsible for	Direct: Head of Learning Head of Heritage & Museums Head Ranger Burnham Beeches Head Ranger West Wickham & Coulsdon Commons Head Ranger Ashtead Common Carbon Removals Project Manager Indirect Learning team (12 staff) Heritage and Museums team (8 staff) Carbon Removals Project Officer

Main Purpose of Job

The Deputy Director of Natural Environment is responsible for supporting the Executive Director Environment and Natural Environment Director to shape the strategic direction of the division by leading the implementation of the vision, mission, strategies, stakeholder engagement plans and a five-year transformation and improvement plan with a strong focus on best practice, income, and sound fiscal management.

With the Natural Environment Director, lead on delivering the Natural Environment Vision, Mission and Strategies in collaboration with operational leads / committee chairs and reporting to committees.

To lead the Consultancy function of the Natural Environment Division, including learning, natural and cultural heritage, and projects.

To lead The Commons Teams.

To support the Natural Environment Director and Assistant Director Charities and Commercial in all aspects of developing and delivering the Natural Environment Charity Income Strategy, ensuring maximum impact achieved through charity fundraising and other means of generating income which includes working more widely across the Environment Department in relation to the Operational Property review.

To drive, innovate and collaborate in identifying new trends and challenges as they emerge taking account of relevant legislation and guidance, and government thinking.

Have corporate oversight and be responsible for advising Members, Departments, and external stakeholder on any aspect of Environmental Resilience and how to meet the climate challenges within the Natural Environment.

To lead the development and implementation of a stakeholder engagement plan across the Natural Environment Division, to improve and build on relationships with key stakeholders including HSE (Health and Safety Executive), DEFRA (Department for Environment Food & Rural Affairs), Natural England, the Rural Payments Agency, local authorities, NGOs, businesses and landowners.

Play a key role in the strategic leadership and direction of the Natural Environment Division, deputising as required for the Executive Director, Natural Environment.

Main Duties & Responsibilities

1. Working with the Exec Director, Natural Environment Director and Assistant Director Charities and Commercial to develop and implement a range of strategies and plans including stakeholder engagement, natural capital, environmental resilience, visitor engagement, land management, cultural heritage, and sports and leisure as well as an income generation strategy for the Division.

2. Lead the development and management of the Division's Consultancy function including leading the Learning Team, Heritage & Museums team and project teams including the Carbon Removals Project team.
3. Lead the development and management of the three Commons Teams, acting as Superintendent for The Commons.
4. Ensure the Division operates in a whole systems way, utilising resources across the Division in a manner consistent with City of London aims and policies and professional standards expected of the Division. Improvements are needed so an improvement plan will be essential.
5. Work with Members and Directors to drive strategy development and implementation, service delivery and change. Identify, develop, and implement recommendations to the relevant Committees regarding the future governance of the spaces, including consideration of the current and any new charitable trusts, ability to effectively fund the habitat, estate, and visitor management activities at the spaces over the long term, and ensure best practice for charitable trusts.
6. To co-develop, co-lead and ensure implementation of strategies and plans across the various operational satellite sites, including the identification of opportunities, drafting funding applications and supporting staff in income generation activities overseeing, and coordinating bidding processes and monitoring and leading monitoring and evaluation.
7. With the Assistant Director Charities and Commercial, ensure that the governance arrangements are fit for purpose to deliver the strategies and that each section of the charity review is further developed and delivered. Providing guidance to colleagues to ensure that all aspect of the CoL Natural Environment charities are managed in compliance with regulations.
8. With the Assistant Director Charities and Commercial, keep under close review the strategic direction of each charity, in line with the charity objects, working with key partners to identify whether it is possible to extend the scope of services that can be offered so that positive impacts and outcomes can be demonstrated and promoted, internally and externally.
9. Represent the Corporation at a strategic level with Government departments, the GLA (Greater London Authority) and other external organisations and partnerships such as C4O, Resilient Cities and businesses to achieve the Corporation's strategic aims and objectives.
10. Exercise robust budgetary management and control of all designated budgets for the division, and in accordance with directorate and corporation policy take positive steps to secure and maximise income where appropriate. Ensure that

the charities, capital and revenue budgets for the Division are developed, monitored, and managed effectively in accordance with departmental arrangements, Corporation policy, standing orders and charity legislation; identifying opportunities for increased income and funding streams, including but not limited to commercial initiatives.

11. With the Director, have overall responsibility for all areas of functions and legal jurisdiction of the Division, including on highly complex and contentious issues and be a primary source of advice to Members.
12. Provide briefings for and advise the Executive Director, Environment, Director Natural Environment, Town Clerk, Chair of Policy & Resources, Members and Committees of the Corporation on all areas of responsibility.
13. Embed a culture which is motivational, fosters excellence performance, innovation and trust amongst staff, and facilitates cross-team working and a strong team culture; and to promote continuous improvement that values learning, development, commitment to equality, diversity & inclusivity.
14. Ensure that staff are developed to realise their potential and that individual and team performance is reviewed and monitored throughout the year to ensure quality service provision. To lead staff and ensure they are all supported in their development and continual learning; build a collaborative working environment and an innovative culture; and encourage staff to develop specialisms to broaden in-house capabilities.
15. Be responsible for the effective and efficient use of the resources and to take responsibility for the management of all relevant risks in their area of responsibility, in line with good practice and legal & regulatory requirements.
16. Lead division-wide planning, prioritisation, and performance assessment; helping the team to understand and commit to the execution implications of strategic ideas and goals, while maintaining cost effectiveness and a pragmatic and agile approach to staffing and resourcing.
17. Proactively lead implementation of the City of London's Occupational Health and Safety Policy in relation to the duties of the post, and at all times give due regard to the health and safety of both themselves and others when carrying out their duties.
18. Actively seek to implement the City of London's Equal Opportunity Policy and the objective of promoting equality of opportunity in relation to the duties of the post.
19. To undertake any other duties that may reasonably be requested appropriate to the grade.



PERSON SPECIFICATION

Job Title	Natural Environment Deputy Director (interim)
Department	Environment Department
Grade	I

Please find below the key skills, experience and core behaviours required to undertake this post.

This leader should have extensive experience in the environmental and/or leisure sectors, ideally both, in addition to strong leadership and management capability.

Professional Qualifications / Relevant Education & Training

- Education to at least degree level or ability to demonstrate equivalent experience of working in a similar role within the charity, grant making or public sector. (A)
- Recognised Project Management Qualification or demonstrable experience (A)

Experience Required

- Extensive knowledge of the environmental and/or parks, sport/ leisure, charitable and/or voluntary or public sectors. (A)
- Knowledge of the relevant national and local government bodies and legislation relating to the environment, conservation, climate change and biodiversity. (A/I)

- Thorough experience of working in the conservation and/or sport/ leisure sectors, ideally in the charitable sector (A)
- Significant experience of developing ambitious programmes to increase conservation activities and/or sport/leisure and recreation activities (A/I)
- Experience of developing collaborative, influential partnerships and programmes with relevant stakeholders (A)
- Experience at a senior level in a similar organisation, and experience of working with boards of directors/trustees/elected members (A/I)
- A record of significant and innovative accomplishment in building and implementing effective strategies and programme delivery, and ideally fundraising campaigns (A/I)
- Proven track record at senior level leading a professional team through change that results in measurable outcomes, including monitoring, evaluating and reporting impact to key stakeholders (A/I)
- Experience of managing and developing staff, including setting and measuring objectives and managing performance. (A)
- Experience of delivering balanced budgets (A)
- Experience of working co-operatively as part of a team. (A)

Technical and General Skills/Behaviours

- A passion for the natural environment – the successful candidate will be driven by a concern to make a positive difference (I)
- Strategic thinker driven by impact and evidence, curious to keep up to date with new ideas and innovations and sees the positive potential in change (A/I)
- Strong interpersonal skills, emotional intelligence and authenticity in order to communicate with impact to different audiences, from Members and other senior political figures to volunteers, children and staff (A/I)
- Resilient – able to cope with a senior role carrying significant responsibility, juggling competing priorities and potentially demanding requirements by Members (I)
- An ability to deliver through others and build a high performing team (I)
- An ability to communicate complex issues clearly (I)
- Excellent verbal communication skills with the ability to engage with, advise and speak assertively and persuasively on complex matters, internally and externally, at all levels of seniority. (I)
- Excellent written communication skills with the ability to write high quality detailed committee reports, policy and strategy documents on the assessment, development and management of grants and grant-making and make compelling arguments to key stakeholders in relation to funding recommendations. (A/I)
- Ability to negotiate favourable positions and influence strategies which achieve strategic and organisational aims and objectives (A/I)

- Understanding of the motivations, concerns and values of different groups and stakeholders, ensuring communicative approaches are tailored accordingly. (A/I)
- Willingness to work flexibly, and sometimes out of regular office hours is required (A/I)

Recruitment – Note to Applicants

The qualifications, experience and technical skills will be used in the decision-making process for recruitment. Please give examples of how you have exhibited these behaviours in your previous role(s). It is essential you address the criterion marked as (A) on your application form in the section for supporting information.

Be as specific as possible, we cannot guess or make assumptions, but will assess your application solely on the information provided. Try to provide evidence, by examples, where possible, of skills, knowledge and experience contained in this person specification.

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Epping Forest and Commons Committee	Dated: 26/01/2026
Subject: The Commons – Quarterly Update Nov-Dec 2025	Public
This proposal:	<ul style="list-style-type: none"> • Flourishing public spaces • Leading sustainable development
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of funding?	n/a
Has this funding source been agreed with the Chamberlain's Department?	n/a
Report of: Katie Stewart, Executive Director Environment	For Information
Report author: Andrew Impey, Deputy Director, Natural Environment	

Summary

The purpose of this report is to present key data from across the Commons for the period Nov – Dec 2025. Finance and risk reporting is being undertaken through separate reports.

Despite a short reporting period of just two months, a huge amount of vital winter management work has occurred across all of the Commons, with the emphasis on scrub management. Volunteers have once again played a crucial role in this work through regular weekly work parties. Traditional end of year events such as wreath making and fungal forays were also enjoyed by many of our visitors and volunteers. In addition to the standard operational updates in this quarterly report, Section 9 is a first attempt to highlight some of the more strategic progress being made against annual plans and management plans.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Current Position

1. This quarterly report documents the outcomes of work to deliver the objectives of the Natural Environment Strategies and Business Plan. A breakdown of activity by objective is given in Appendix 1 with summary details and key points highlighted in the following report.

Nature Conservation and Resilience

2. Practical habitat management activity included:

a. At Ashtead Common:

- i. Halo release work around ancient oak pollards commenced. No work is being undertaken on the trees themselves due to stress caused by the summer drought.
- ii. A scrub management contract commenced to bring an additional 1ha of secondary growth into rotation.
- iii. A second scrub management contract commenced to manage fire breaks and residential boundaries. This is aimed at increasing the sites resilience to fire.
- iv. Volunteers have been busy managing scrub. The annual mega task occurred on January 8 to manage a scrub area in conjunction with other local volunteer groups.
- v. More work on leaky dams occurred.

b. At the West Wickham and Coulsdon Commons:

- i. Heather seeding at West Wickham Common using seed collected earlier in the year by volunteers.
- ii. Vegetation clearance from ponds on Coulsdon Common.
- iii. Scrub clearance in Riddlesdown Quarry to encourage chalk grassland species.
- iv. Woodland glades cleared on Coulsdon Common.
- v. Contractors cleared second area of woodland as part of the ongoing management of Ash Dieback on New Hill, Farthing Downs.
- vi. Hazel coppicing at Spring Park.
- vii. Hedge planting along bridleway at Kenley Common.

c. At Burnham Beeches and Stoke Common:

- i. Around 4ha of scrub management work was carried out at BB and SC as per the management plans by volunteers, staff and contractors.
- ii. Countryside stewardship supported work was delivered including for heathland restoration at Stoke Common and wood pasture restoration at Burnham Beeches.
- iii. Follow up work at the BB ponds following major restoration in Sept and Oct – included the removal of rhizomes from removed vegetation that came to the surface as the ponds re-filled.
- iv. An application has been submitted to Natural England for consent to remove part of the tarmacked Stag car park and restore it to wood pasture as part of a CAS funded and agreed project after consultation with the BBSC consultation group in 2025. The car park is historically far bigger than is needed and only a 1/3 has been used over the last 10 years. This reduction will be made permanent and the closed area restored to wood pasture over coming years. There will still be the same level of access and

parking available at the location, as has been the case for the last decade, and as such no impact on car park income is expected.

3. Conservation activity highlights of the period were:

- a. At Burnham Beeches and Stoke Common:
 - i. A report on surveys undertaken earlier in the year for Lesser Spotted Woodpecker reconfirmed the presence of a breeding population in and around Burnham Beeches.
 - ii. A fungal foray by the Bucks Fugus Group to Stoke Common in November, identified 20 new species for the site and 2 new species for Buckinghamshire
- b. At Ashtead Common:
 - i. Volunteers undertaking the annual breeding bird survey produced a report of their results for 2025. The number of species recorded was down on the high of last year to normal levels. However, the number of territories held was the lowest for eight years. Although disappointing, this does reflect the situation across Surrey.
- c. At West Wickham & Coulsdon Commons:
 - i. Five fungal forays held across the WW&CC's
 - ii. Surveys for brown hairstreak carried out on Kenley Common (24 eggs found)
 - iii. Joint dormouse surveys conducted on Farthing Downs & Happy Valley (LB) as part of NNR working.
 - iv. Breeding herd of 14 cows secured in winter quarters at Merlewood Estate Office (Calves due from 19th January onwards).

Community and Stakeholder Engagement

4. Across the estate the following visits were hosted to share experience:

- a. At Ashtead Common:
 - i. Volunteers achieved 1,021 hours in November and December.
 - ii. A Family Ranger Day event attracted 10 participants. This activity is aimed at encouraging young people to volunteer.
 - iii. A reindeer making event attracted 21 participants.
- b. At Burnham Beeches & Stoke Common:
 - i. Volunteers have been undertaking a range of activities across both sites in the period – including habitat works in line with management plans, office and livestock support, hydrology monitoring and ecological survey. A total of 735 hrs of volunteer commitment was record for the period

- ii. The annual Christmas task, wreath making and thank you event for all volunteers was held at both sites on the 13th December.
- iii. The Beeches team ran a number of events from waggy walks, to explore beyond the beeches, wreath making and festive trails enjoyed by over 300 people in the period. We also supported a visit for students from Reading University.
- iv. The Beeches hosted a Dadima's Countryside Walk - these are inter-generational walking groups which aim to make people of all cultural backgrounds, and all ages, feel welcome in the countryside.
- v. The Burnham Beeches and Stoke Common Consultation Group were invited to an additional meeting for an online briefing on the Natural Environment Charity review. Members of the other Commons sites groups were invited to join in online as well
- vi. Members of the BBSC consultation group have also been invited to take part in surveys as part of a project looking at the feasibility of pine marten reintroduction into the area of the Beeches. Face to face online surveys will be taking place in January 2026
- vii. The annual and 5-year SAMMs review was undertaken with Buckinghamshire Council and Natural England. The review recognised the success of the project to date and discussed how it may be moved forward in line with current Bucks Local plan review.
- viii. The team met with Slough officers to review success of activity of the Slough 106 funded CER and how we can continue to work together in the coming year.

c. At the West Wickham and Coulsdon Commons:

- i. Scout groups visited Kenley & Coulsdon Common to learn about habitats and wildlife from rangers.
- ii. Three successful wreath making events held at the Merlewood Estate Office drawing new users to the sites.
- iii. Volunteers carried out tasks on all six of the WW&CC sites.
- iv. Applications for 2006 Green Flag / Heritage Awards submitted.
- v. Coffee concession on Kenley reached 6 months point- contract to be extended by an additional 6 months

5. Access and Recreation

- i. On WW&CC the corporate image board contract was awarded, and the successful company aims to start work on replacing all signs across WW&CC in January 2026.
- ii. At BBSC - Annual messaging in place and sensitive areas closed to encourage visitors to keep to the main tracks during winter months. This is supported by winter path maintenance to ensure main paths are easy to find and follow during the autumn leaf fall period.

6. Learning and Heritage

- i. A student from Cardiff University was completed 13 weeks of work experience at Ashtead.

- ii. Rangers at WW&CC worked with teachers at Audley School, advising them on the creation of wildlife habitats and forest school initiatives.
- iii. Students from Berkshire College of Agriculture have continued to join regular weekday volunteer tasks at BBSC – they will be with us until June next year.
- iv. Staff at BBSC have continued to work with and support local schools including attending assemblies

7. Income Generation

- i. Car parking income for WW&CC 1st November – 31st December 2025 was £4,486
- ii. The Paw Wash facility at Farthing Down is making steady progress through the winter months. It is too early to tell if it will be successful and provide a steady income stream. It will be reviewed after 1 year
- iii. The 6-month trial of a coffee concession at Kenley Common started in September 2025. Early indications are that it is very welcomed by the local community- review in spring 2026
- iv. Car parking income for Burnham Beeches & Stoke Common for November – December 2025 was £21,557.

8. People Management, including Health & Safety

- a. West Wickham & Coulsdon Commons
 - i. A new Office Administrative Assistant started in November, bringing the Support Services Team back to full strength.
 - ii. At Burnham Beeches and Stoke common Tree safety inspections have been completed and work is underway in all areas and will be completed by end of March 2026.
 - iii. All tree safety inspections completed at the West Wickham & Coulsdon Commons, the resulting works to be completed by February 2026.
 - iv. Reinstatement of the livestock office following the fire in December 2025 was completed.
 - v. Infrastructure Audits completed for all sites at WW&CC.
 - vi. Staff managers have completed mandatory Health and Safety training modules held at the Guildhall.

9. Progress Against Key Targets

- I. At Ashtead Common:
 - i. Management of the ancient oak pollards is subject to Management Plan and Business Plan targets to work on 499 trees by 2031. Much of this work is funded by a Countryside Stewardship grant covering the same period. This is the second year out of four that we have been unable to claim the grant for working on the trees themselves (although we are working around them) which means a reduction of approximately £50,000 in grant income over the two years.

- ii. The Management Plan set a target to restore 3.6ha of secondary growth to grazed scrub grassland/ wood pasture during the life of the plan. This is now 65% complete.
- II. Burnham Beeches and Stoke Common
 - i. The annual and 5 yearly SAMMs review was completed with Buckinghamshire Council and Natural England. The development contribution collected by the Council to date in 2025/26 is £24,701 and a total of £1,507,732 has been received to fund the SAMMs since 2020/21.
 - ii. All Countryside Stewardship funded work for 2025 has been completed as required, evidence gathered and the grant received to the value of £71,023.
- III. West Wickham & Coulsdon Commons
 - i. NVC Surveys for Kenley Common and Farthing Downs completed.
 - ii. New Byelaw Boards tendering completed, and contract awarded with installation due to commence in January 2026.
 - iii. All Countryside Stewardship works completed across the WW&CC's funded through this year's grant which totalled £95,452.
 - iv. Joint survey for Dormice (City of London and LBC Rangers) in the South Downs National Nature Reserve.
 - v. New apprentice started in September 2025

Dr Andrew Impey
Deputy Director Natural Environment (covering the Commons)
E: andrew.impey@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee: Epping Forest and Commons Committee	Dated: 26/1/2026
Subject: Burnham Beeches and The Commons Risk Management Update Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Corporate Plan Outcomes: Diverse engaged communities; Vibrant thriving destination; Providing excellent services; Flourishing public spaces; Leading sustainable environment Business enabling functions: Risk Management
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Joanne Hill, Environment Department

Summary

This report provides an overview of the risk management processes in place, including risk governance and the format and frequency of reporting, for the four registered charities your Committee is responsible for: Ashtead Common (charity number 1051510), Burnham Beeches (charity number 232987), Coulsdon and Other Commons (charity number 232989) and West Wickham and Spring Park (charity number 232988).

The report provides Members with assurance that these processes align with the Corporate Risk Management Framework and meet the requirements of the Charities Act 2011. A summary of the current risk register for each charity is included within the report and at Appendix 1.

Recommendation

Members are asked to note:

- This report and the summaries of the risk registers of the four Commons charities provided within the report and at Appendix 1.
- The assurance of the Executive Director that all risks held by the four Commons charities continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.

Main Report

Background

Corporate Risk Management Framework

1. The City of London's Risk Management Framework incorporates the organisation's Risk Management Policy; the Risk Management Strategy 2024-29; and Risk Management Guidance and Training.
2. The Risk Management Policy outlines the City Corporation's overarching approach and requirements in risk management.
3. The Risk Management Strategy 2024-2029 articulates the City of London Corporation's approach to identifying, mitigating, and managing risk. It ensures that the City Corporation upholds duties, delivers priorities, and supports and aligns with organisational ambitions, including our Corporate Plan 2024-2029 strategic outcomes enabling delivery, continuous improvement and innovation.
4. To support delivery of the Risk Management Strategy 2024-2029, a Corporate Risk Appetite Statement was recently approved by Court of Common Council. This Statement details the City Corporation's approach to taking risk across nine themes and will be used to aid strategic decision making. Initially, this is being applied to Corporate-level risks only, but will, in time, be rolled out to risks at all levels, including charity risks. Further details will be reported to your Committee as they become available.
5. New and emerging risks are identified through several channels, including:
 - Directly by Senior Leadership Teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services. For example, changes to legislation, resource availability, severe weather events.

Risk governance and reporting

6. For each natural environment charity, the responsible Management Committee retains oversight of risk, with officers under their relevant delegated authority in the operational management of the charity having day-to-day responsibility for managing and controlling risk.
7. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
8. The City of London's Risk Management Framework requires each Chief Officer to report regularly to Committees on the risks faced by their department.

9. Your Committee, on behalf of the City Corporation as Trustee, reviews risks faced by the Commons charities on a quarterly basis to gain assurance that risks are being effectively identified and managed. This reporting frequency aligns with the City of London's Risk Management Framework and exceeds the requirements of the Charity Commission.
10. A separate risk register is held for each charity to enable effective site-specific management and assessment. Detailed risk registers are presented, for decision, every six months. The two interim quarterly reports present summary risk registers for information, with individual risks being reported in detail by exception.

Current Position

11. The Executive Director Environment assures your Committee that all risks held by the four Commons charities continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.

A. Ashtead Common Risks

12. The Ashtead Common Risk Register contains six risks (four AMBER and two GREEN) owned and managed by the Head Ranger and his management team. Since the last report to your Committee, all risks have been reviewed and updated as necessary; two of the risk scores have reduced, as explained below.
13. All risks are managed effectively by officers as part of day-to-day operations. Risk owners monitor each risk, remaining aware of any changes or factors that could affect it, either positively or negatively, and identify any new opportunities to better control each one.
14. Two of the Amber risks are being managed with the aim of reducing the likelihood and/or impact ratings, and officers are undertaking appropriate actions to achieve this. Full details of mitigating actions are presented to your Committee every six months in detailed risk management update reports.
 - **ENV-NE-AC 005: Negative impacts of pests and diseases**
Current risk score: Amber 12, (Possible/Major)
 - **ENV-NE-AC 008: Water pollution**
Current risk score: Amber 6, (Possible/Serious)
15. The remaining four risks, listed below, are 'accepted' with actions in place to maintain them at their current score. These risks have been reduced to the lowest level possible at present, but officers remain aware of changes and opportunities which could enable a further reduction.
 - **ENV-NE-AC 004: Negative impacts of development and encroachment**
Current risk score: Amber 8 (Likely/Serious)
 - **ENV-NE-AC 006: Adverse impacts of extreme weather and climate change**
Current risk score: Amber 6 (Possible/Serious)

- **ENV-NE-AC 009: Decline in condition of assets**

Current risk score: Green 3 (Possible Minor)

This risk has recently been reduced from a score of Amber 6 (Possible/Serious) following the resolution of some long-standing issues.

- **ENV-NE-AC 001: Budget pressures**

Current risk score: Green 2 (Unlikely/Minor)

This risk has recently been reduced from a score of Green 4 (Likely/Minor) as additional Countryside Stewardship funding has now been secured up to 2031.

B. Burnham Beeches and Stoke Common

16. The Burnham Beeches and Stoke Common Risk Register contains six AMBER risks, owned and managed by the Head Ranger and his management team. Since the last report to your Committee, all risks have been reviewed and updated as necessary; one of the risk scores has decreased, as explained below.

17. All risks are managed effectively by officers as part of day-to-day operations. Risk owners monitor each risk, remaining aware of any changes or factors that could affect it, either positively or negatively, and identify any new opportunities to better control each one.

18. Four of the risks, listed below, are being managed with the aim of reducing the likelihood and/or impact ratings, and officers are undertaking appropriate actions to achieve this. Full details of mitigating actions are presented to your Committee every six months in detailed risk management update reports.

- **ENV-NE-BBSC 002: Negative impacts of visitor pressure**

Current risk score: Amber 12 (Possible/Major)

The score of this risk has recently been reduced from Red 16 (Likely/Major).

The first stages of a Monitoring Strategy were implemented to monitor the impact of visitors and mitigation efforts. This has led to the development of a framework for sustainable visitor use which is now being dealt with as 'business as usual'. The risk will remain and will need to be managed over the long-term in order to reduce it further.

- **ENV-NE-BBSC 004: Negative impacts of development and encroachment**

Current risk score: Amber 12 (Possible/Major)

- **ENV-NE-BBSC 005: Negative impacts of pests and diseases**

Current risk score: Amber 12 (Possible/Major)

- **ENV-NE-BBSC 009: Decline in condition of assets**

Current risk score: Amber 12 (Possible/Major)

19. The two remaining risks are 'accepted' with actions in place to maintain them at their current score. These risks have been reduced to the lowest level possible at present, but officers remain aware of changes and opportunities which could enable a further reduction.

- **ENV-NE-BBSC 006: Adverse impacts of extreme weather and climate change**
Current risk score: Amber 12 (Possible/Major)
- **ENV-NE-BBSC 008: Pollution of watercourses**
Current risk score: Amber 8 (Likely/Serious)

C. Coulsdon and Other Commons

20. The Coulsdon and Other Commons Risk Register contains eight AMBER risks, owned and managed by the Head Ranger and his management team. Since the last report to your Committee, all risks have been reviewed and updated as necessary; none of the risk scores have changed.
21. All risks are managed effectively by officers as part of day-to-day operations. Risk owners monitor each risk, remaining aware of any changes or factors that could affect it, either positively or negatively, and identify any new opportunities to better control each one.
22. Three risks are being managed with the aim of reducing the likelihood and/or impact ratings, and officers are undertaking appropriate actions to achieve this. Full details of mitigating actions are presented to your Committee every six months in detailed risk management update reports.
 - **ENV-NE-COC 009: Decline in condition of assets**
Current risk score: Amber 8 (Unlikely/Major)
 - **ENV-NE-COC 008: Pollution**
Current risk score: Amber 8 (Likely/Serious)
 - **ENV-NE-COV 010: Tree event or failure**
Current risk score: Amber 8 (Likely/Serious)
23. The remaining five risks, listed below, are 'accepted' with actions in place to maintain them at their current score. These risks have been reduced to the lowest level possible at present, but officers remain aware of changes and opportunities which could enable a further reduction.
 - **ENV-NE-COC 002: Negative impacts of visitor pressure**
Current risk score: Amber 12 (Possible/Major)
 - **ENV-NE-COC 004: Negative impacts of development and encroachment**
Current risk score: Amber 8 (Likely/Serious)
 - **ENV-NE-COC 005: Negative impacts of pests and diseases**
Current risk score: Amber 8 (Likely/Serious)
 - **ENV-NE-COC 001: Budget pressures**
Current risk score: Amber 6 (Possible/Serious)
 - **ENV-NE-COC 006: Adverse impacts of extreme weather and climate change**
Current risk score: Amber 6 (Possible/Serious)

D. West Wickham and Spring Park

24. The West Wickham and Spring Park Risk Register contains seven AMBER risks, owned and managed by the Head Ranger and his management team. Since the last report to your Committee, all risks have been reviewed and updated as necessary; none of the risk scores have changed.
25. All risks are managed effectively by officers as part of day-to-day operations. Risk owners monitor each risk, remaining aware of any changes or factors that could affect it, either positively or negatively, and identify any new opportunities to better control each one.
26. Two of the risks are being managed with the aim of reducing the likelihood and/or impact ratings, and officers are undertaking appropriate actions to achieve this. Full details of mitigating actions are presented to your Committee every six months in detailed risk management update reports.
 - **ENV-NE- WWSP 010: Tree event or failure**
Current risk score: Amber 8 (Likely/Serious)
 - **ENV-NE-WWSP 009: Decline in condition of assets**
Current risk score: Amber 8 (Unlikely/Major)
27. The remaining five risks, listed below, are 'accepted' with actions in place to maintain them at their current score. These risks have been reduced to the lowest level possible at present, but officers remain aware of changes and opportunities which could enable a further reduction.
 - **ENV-NE-WWSP 002: Negative impacts of visitor pressure**
Current risk score: Amber 12 (Possible/Major)
 - **ENV-NE-WWSP 004: Negative impacts of development and encroachment**
Current risk score: Amber 8 (Likely/Serious)
 - **ENV-NE-WWSP 005: Negative impacts of pests and diseases**
Current risk score: Amber 8 (Likely/Serious)
 - **ENV-NE-WWSP 001: Budget pressures**
Current risk score: Amber 6 (Possible/Serious)
 - **ENV-NE-WWSP 006: Adverse impacts of extreme weather and climate change**
Current risk score: Amber 6 (Possible/Serious)

Corporate and Strategic Implications

28. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
29. The risk management processes in place in the Environment Department comply with the Corporate Risk Management Framework and, in the case of the natural environment charities, with the requirements of the Charities Act 2011.

30. The processes also support the delivery of the Corporate Plan, our Departmental high-level Business Plan, charity business plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies.
31. Risks which could have a serious impact on the achievement of charity objects, business and strategic objectives are proactively identified, assessed and managed to minimise their likelihood and/or impact.

Conclusion

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

Appendices

- Appendix 1 – Summary Risk Registers and the City of London Corporation Risk Matrix

Contact

Joanne Hill, Business Planning and Compliance Manager, Environment Department
T: 020 7332 1301 E: Joanne.Hill@cityoflondon.gov.uk

This page is intentionally left blank



ENV NE - Ashtead Common Risk Register

Report Type: Risks Report
 Generated on: 23 December 2025

Rows are sorted by Risk Score

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
ENV-NE-AC 005	Negative impacts of pests and diseases	Possible	Major	12	Amber	18-Dec-2025	6	31-Mar-2026	Constant	Reduce
ENV-NE-AC 004	Negative impacts of development and encroachment	Likely	Serious	8	Amber	18-Dec-2025	8	31-Mar-2026	Constant	Accept
ENV-NE-AC 006	Adverse impacts of extreme weather and climate change	Possible	Serious	6	Amber	18-Dec-2025	6	31-Mar-2026	Constant	Accept
ENV-NE-AC 008	Water pollution	Possible	Serious	6	Amber	18-Dec-2025	2	30-Sep-2031	Constant	Reduce
ENV-NE-AC 009	Decline in condition of assets	Possible	Minor	3	Green	18-Dec-2025	3	31-Mar-2026	Decreasing	Accept
ENV-NE-AC 001	Budget pressures	Unlikely	Minor	2	Green	18-Dec-2025	2	31-Mar-2026	Decreasing	Accept



ENV NE - Burnham Beeches and Stoke Common Risk Register

Report Type: Risks Report
 Generated on: 23 December 2025

Rows are sorted by Risk Score

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
ENV-NE-BBSC 002	Negative impacts of visitor pressure	Possible	Major	12	Amber	18-Dec-2025	6	31-Mar-2026	Decreasing	Reduce
ENV-NE-BBSC 004	Negative impacts of development and encroachment	Possible	Major	12	Amber	18-Dec-2025	8	31-Mar-2026	Constant	Reduce
ENV-NE-BBSC 005	Negative impacts of pests and diseases	Possible	Major	12	Amber	18-Dec-2025	8	31-Mar-2026	Constant	Reduce
ENV-NE-BBSC 006	Adverse impacts of extreme weather and climate change	Possible	Major	12	Amber	18-Dec-2025	12	31-Mar-2026	Constant	Accept
ENV-NE-BBSC 009	Decline in condition of assets	Possible	Major	12	Amber	18-Dec-2025	8	31-Mar-2026	Constant	Reduce
ENV-NE-BBSC 008	Pollution of watercourses	Likely	Serious	8	Amber	18-Dec-2025	8	31-Mar-2026	Constant	Accept



ENV NE - Coulsdon and Other Commons Risk Register

Report Type: Risks Report
 Generated on: 23 December 2025

Rows are sorted by Risk Score

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
ENV-NE-COC 002	Negative impacts of visitor pressure	Possible	Major	12	Amber	22-Dec-2025	12	31-Mar-2026	Constant	Accept
ENV-NE-COC 004	Negative impacts of development and encroachment	Likely	Serious	8	Amber	22-Dec-2025	8	31-Mar-2026	Constant	Accept
ENV-NE-COC 005	Negative impacts of pests and diseases	Likely	Serious	8	Amber	22-Dec-2025	8	31-Mar-2026	Constant	Accept
ENV-NE-COC 008	Pollution	Likely	Serious	8	Amber	22-Dec-2025	4	31-Dec-2026	Constant	Reduce
ENV-NE-COC 009	Decline in condition of assets	Unlikely	Major	8	Amber	22-Dec-2025	4	31-Mar-2026	Constant	Reduce
ENV-NE-COC 010	Tree event or failure	Likely	Serious	8	Amber	22-Dec-2025	4	31-Mar-2026	Constant	Reduce
ENV-NE-COC 001	Budget pressures	Possible	Serious	6	Amber	22-Dec-2025	6	31-Mar-2026	Constant	Accept
ENV-NE-COC 006	Adverse impacts of extreme weather and climate change	Possible	Serious	6	Amber	22-Dec-2025	6	31-Mar-2026	Constant	Accept



ENV NE - West Wickham and Spring Park Risk Register

Report Type: Risks Report
 Generated on: 23 December 2025

Rows are sorted by Risk Score

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
ENV-NE- WWSP 002	Negative impacts of visitor pressure	Possible	Major	12	Amber	22-Dec-2025	12	31-Mar-2026	Constant	Accept
ENV-NE- WWSP 010	Tree event or failure	Likely	Serious	8	Amber	22-Dec-2025	4	31-Mar-2026	Constant	Reduce
ENV-NE- WWSP 004	Negative impacts of development and encroachment	Likely	Serious	8	Amber	22-Dec-2025	8	31-Mar-2026	Constant	Accept
ENV-NE- WWSP 005	Negative impacts of pests and diseases	Likely	Serious	8	Amber	22-Dec-2025	8	31-Mar-2026	Constant	Accept
ENV-NE- WWSP 009	Decline in condition of assets	Unlikely	Major	8	Amber	22-Dec-2025	4	31-Mar-2026	Constant	Reduce
ENV-NE- WWSP 001	Budget pressures	Possible	Serious	6	Amber	22-Dec-2025	6	31-Mar-2026	Constant	Accept
ENV-NE- WWSP 006	Adverse impacts of extreme weather and climate change	Possible	Serious	6	Amber	22-Dec-2025	6	31-Mar-2026	Constant	Accept



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

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

(A) Likelihood criteria

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

37

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Manager for further information.

May 2021

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Epping Forest and Commons	Dated: 26/01/2026
Subject: Operational Finance Progress Report - Quarter 2 (September 2025) 2025/26 – The Commons Charities	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Chamberlain
Report author:	Clem Harcourt, Chamberlain's Department

Summary

This report provides an update on the operational finance position for Quarter 2 for 2025/26 for the various Commons charities. This includes the revenue budget to date to the end of September 2025 and projected year-end outturn position, current live capital projects, outstanding debt position and reserve funds held for each of the individual charities.

Members should note that the report is divided into the following sections according to the individual Commons charities:

- Section A – Burnham Beeches and Stoke Common (charity registration no: 232987)
- Section B – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons (charity registration nos.: 232988 and 232988-1)
- Section C – Ashtead Common (charity registration no: 1051510).

As part of the ongoing Charity Review, future training sessions will also be designed for both Members and Officers on key aspects of charity finance.

Recommendation(s)

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. For additional context, various financial appendices and commentary have been produced to enable greater clarity of revenue budgets and other financial information needed to allow greater scrutiny of the financial performance of the individual Commons charities as well as to provide assurance that the Executive Director Environment remains within her local risk resources for 2025/26.
2. To ensure your Committee is kept informed, an update on progress made against budgets as well as other financial matters will be reported to you on a periodic (quarterly) basis relating to each of the individual Commons charities. This approach will allow Members to ask questions and have a timely input into areas of particular importance to them.
3. Please be advised that in the report below, income and favourable budget variances are represented by brackets, whereas figures without brackets indicate expenditure or adverse budget variances in line with the convention used across the Financial Services Division. Members should also note that generally only budget variances above £30k have been commented on in the report and in Appendix 1, 2, 4 and 6.
4. The report has been separated into three separate sections as set out below with each section providing relevant financial information regarding the individual Commons charities:
 - Section A – Burnham Beeches and Stoke Common (charity registration no: 232987)
 - Section B – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons (charity registration nos.: 232988 and 232988-1)
 - Section C – Ashtead Common (charity registration no: 1051510).

Section A – Burnham Beeches and Stoke Common (charity registration no: 232987)

Revenue Operating Budget – 2025/26

5. The budget for Burnham Beeches and Stoke Common for 2025/26 amounts to £1.473m net expenditure. Actual net expenditure as at September 2025 amounted to £708k with a current forecast outturn for 2025/26 of £1.483m net expenditure. This amounts to a projected net overspend for 2025/26 of £10k, equivalent to 0.68% of the total net expenditure budget.
6. A summary of the revenue budget position for 2025/26 is shown in Table 1 below, with further detailed information provided in Appendix 1 and Appendix 2, including reasons for significant budget variances. Information has also been presented in a way that distinguishes between expenditure and income budgets in line with best practice for the financial reporting of charities. Please note that the information presented below comprises operating revenue budgets (local and central risk) as well as budgets for recharges and support services and repairs and maintenance budgets managed by the City Surveyor.

Table 1 – Revenue Operating Budget Summary – 2025/26 – Burnham Beeches and Stoke Common

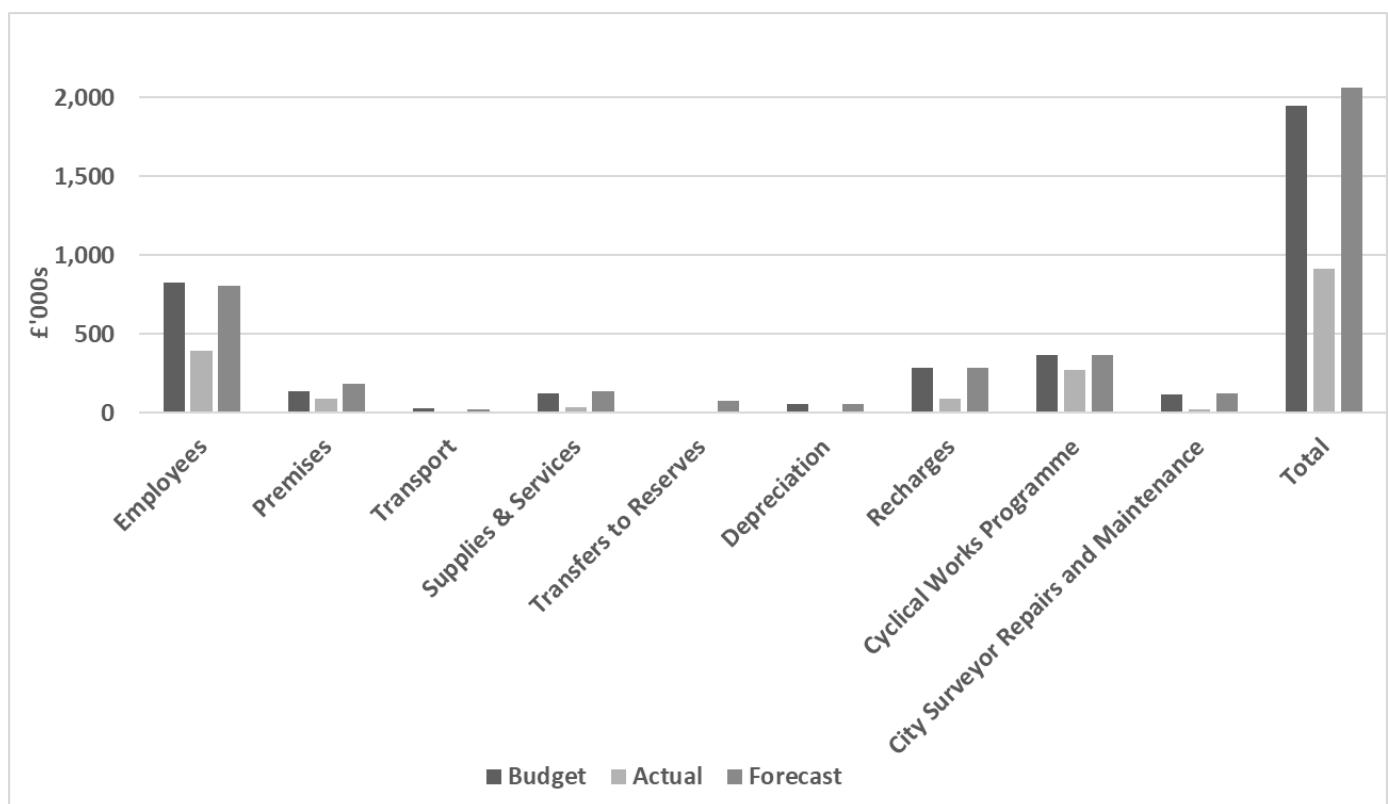
	Budget £'000s	Actual – Sep 2025 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	1,947	913	2,067	120	6.16
Gross Income	(474)	(205)	(584)	(110)	(23.21)
Net Expenditure	1,473	708	1,483	10	0.68

7. As can be seen from the table above, the charity is currently forecasting a total net overspend of £10k compared with the total net expenditure budget for 2025/26. The projected overspend for 2025/26 is largely explained by a forecasted overspend on the charity's central risk budget.
8. The charity is currently projecting a surplus on its local risk budget for 2025/26 which can largely be explained by (£83k) in additional income being generated from filming projects at Burnham Beeches compared with budget.
9. Members should note that as a result of the projected local risk surplus for 2025/26, the charity is currently intending to transfer £78k to a designated reserve in order to fund the purchase of vehicles and boardwalk replacement works at Burnham Beeches subject to the relevant approval being obtained from the Assistant Director (Strategic Finance) and your Committee.
10. Further information regarding the budget position for 2025/26 and details of major budget variances can be found in Appendix 1 and Appendix 2.

Expenditure

11. As at September 2025, total gross expenditure for the charity amounted to £913k. This represents 46.89% of the total gross expenditure budget for 2025/26 of £1.947m.
12. For 2025/26, the charity are currently forecasting total gross expenditure of £2.067m amounting to an overspend on expenditure of £120k, 6.16%, compared with the total gross expenditure budget for 2025/26 of £1.947m.
13. Graph 1 below provides a summary of the different categories of expenditure incurred to September 2025 along with current forecasts for 2025/26.

Graph 1 – Expenditure Categories – Burnham Beeches and Stoke Common – 2025/26

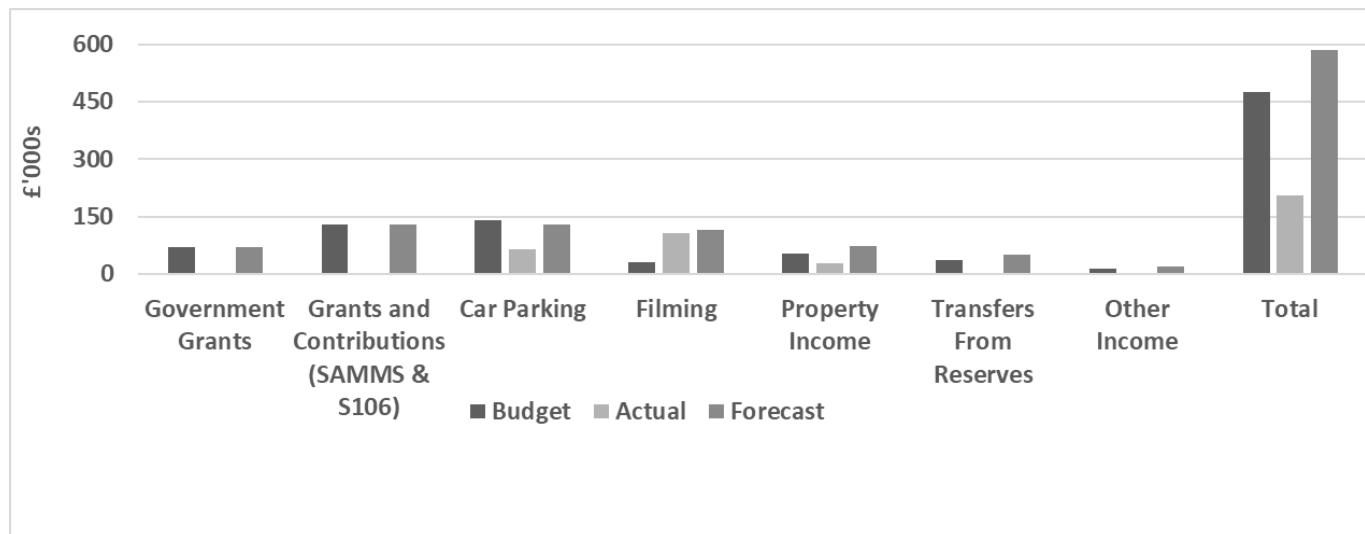


Income

14. As at September 2025, total gross income for Burnham Beeches and Stoke Common amounted to (£205k). This represents 43.25% of the charity's total gross income budget for 2025/26 of (£474k).
15. For 2025/26, the charity are currently forecasting total gross income of (£584k), amounting to an increase in gross income of (£110k), (23.21%), compared with the gross income budget of (£474k).

16. Graph 2 below provides a summary of the different categories of income received to September 2025 along with current forecasts for 2025/26.

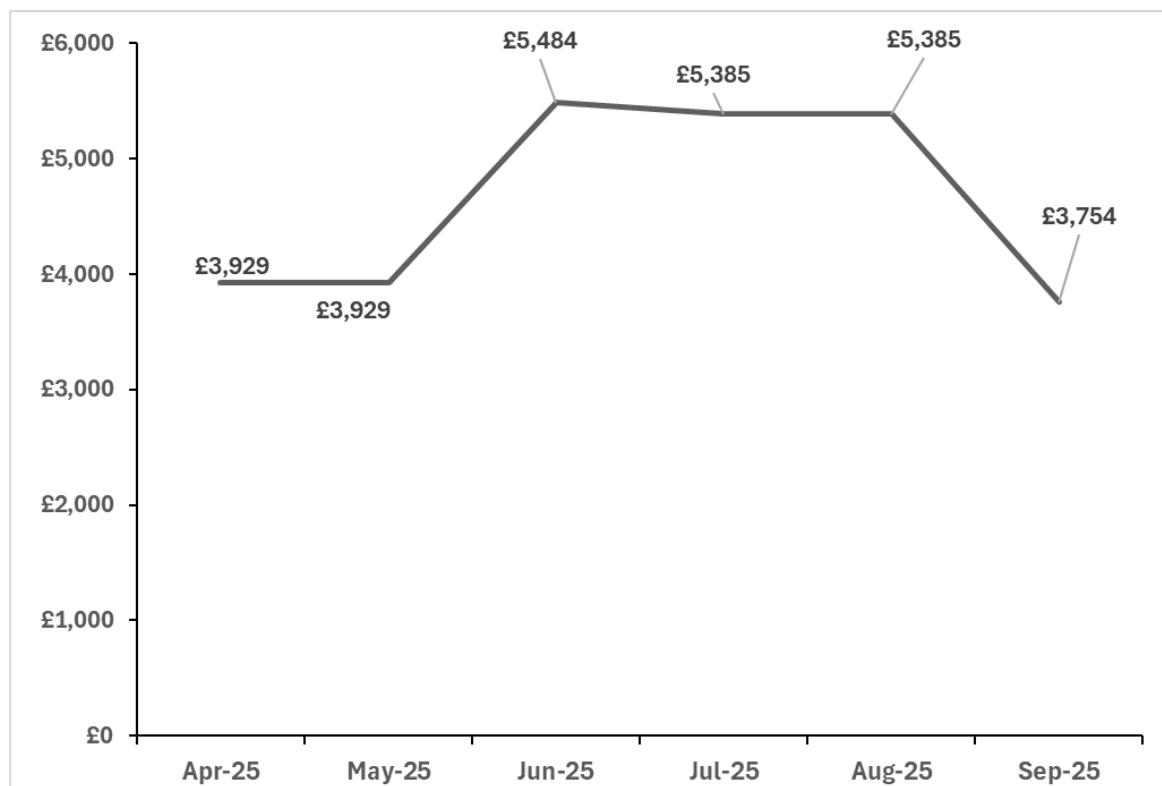
Graph 2 – Income Categories – Burnham Beeches and Stoke Common – 2025/26



Outstanding Debts

17. At the end of September 2025, total outstanding debts for Burnham Beeches and Stoke Common was £3,754. Please note that these all relate to debts outstanding for 120 days or more. As part of a previous best value review into outstanding debts, the maximum age of debt set by the Chamberlain to fully recover outstanding sums was set at 120 days. During this period, automatic debt reminder letters, physical debt chasing of customers and liaison with Comptrollers & City Solicitors takes place to ensure debts are resolved within the corporately agreed debt repayment terms. Graph 3 below sets out the trend of the charity's outstanding debts over 120 days over the previous six-month period. As can be seen from the graph, debts over 120 days amounted to £3,754 in September 2025, a reduction of £1,631 (30.29%) compared with August 2025 and a decrease of £175 (4.45%) over the previous six-month period.

Graph 3 – Outstanding Debts Over 120 Days – April to September 2025



18. Members should note that the outstanding debts largely consist of historical wayleave debts such as motorgates which are currently being reviewed. Please also note that provisions for these debts are currently held in the event that there is a requirement for such debts to be written off.

Charity Funds (Restricted, Unrestricted and Designated)

19. Appendix 3 lists the various restricted, unrestricted and designated funds held by the charity. It details the opening balance for 2025/26 and any movements in the current financial year to date. Appendix 3 also provides a definition for each type of charity reserve fund.
20. A summary of the current balances held by the charity for each type of reserve fund and movements in the reserves in 2025/26 is also shown below in Table 2:

Table 2 – Burnham Beeches and Stoke Common Funds Summary – September 2025

	Restricted	Unrestricted	Designated	Total
	£'000s	£'000s	£'000s	£'000s
Opening Balance	1,569	3	953	2,525
Income	0	1	0	1
Expenditure	52	0	0	52
Current Balance	1,517	4	953	2,474

21. The main movement in the charity's reserve funds in 2025/26 to date relates to expenditure on the charity's restricted reserves for Section 106 and Strategic Access Management and Monitoring Strategy (SAMMS) contributions. This expenditure primarily relates to staffing costs incurred for two Community Engagement Ranger posts which are being funded by the charity's Section 106 and SAMMS reserves.

22. The charity has also received income from donations in 2025/26 with this income now being able to be carried forward for use in future years.

23. Members may also wish to note that the charity's restricted reserve for pond maintenance is expected to be spent during 2025/26 with the activity taking place in the current financial year.

Contributions from City's Estate

24. For 2025/26, the current funding model for the charity is for its total net expenditure to be fully funded from City's Estate, including the cost of any capital expenditure incurred during the year as well any works managed by the City Surveyor under the Cyclical Works Programme (CWP) carried out over the year. Any changes to the amount of expenditure incurred or income generated over the course of the year will have an impact on the overall contribution required by the charity at year end. The total contribution is therefore calculated based on the **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred.

25. Members should note that from 2026/27, Burnham Beeches and Stoke Common will be moving to a grant funded model on its operational (local risk) budget with other elements of the charity's budgets continuing to be deficit funded for the time being.

26. The table below details the actual level of contribution provided from City's Estate to Burnham Beeches and Stoke Common for the previous four financial years along with the current forecast projected for 2025/26. The table is broken down

according to the different elements comprising the charity's contribution from City's Estate.

Table 3 – Contributions from City's Estate – 2021/22 to 2025/26 – Burnham Beeches and Stoke Common

Burnham Beeches and Stoke Common	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	2025/26 (Est.) £'000s
Gross Expenditure (excluding Cyclical Works)	1,088	1,380	1,621	1,640	1,562
Cyclical Works Expenditure	131	134	87	68	370
Capital Expenditure	88	79	44	15	0
Gross Income	411	1,223	855	1,004	523
Total Contribution from City of London - Burnham Beeches and Stoke Common	896	1,051	949	1,138	1,409

27. As seen from the table above, there was an increase for 2024/25 in the total contribution from City's Estate to the charity of £189k (19.92%) compared with the previous financial year. This increase can be attributed to increased expenditure by the charity on premises related costs and staffing compared with the previous financial year which resulted in an increase in the contribution from City's Estate.

28. For 2025/26, the charity are currently forecasting a further increase in the contribution amounting to an increase of £271k (23.81%) compared with the contribution received in 2024/25. The increase is partly attributable to additional expenditure forecast to be incurred on CWP projects in 2025/26 as part of the backlog of works overseen by the City Surveyor.

Section B – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons (charity registration nos.: 232988 and 232988-1)

Revenue Operating Budget – 2025/26

29. The budget for West Wickham and Coulsdon Commons for 2025/26 amounts to £2.349m net expenditure. Actual net expenditure as at September 2025 amounted to £1.044m with a current forecast outturn for 2025/26 of £2.375m net expenditure. This amounts to a projected net overspend for 2025/26 of £26k, equivalent to 1.11% of the total net expenditure budget.

30. A summary of the revenue budget position for 2025/26 is shown in Table 4 below, with further detailed information provided in Appendix 4, including reasons for significant budget variances. Please note that the information presented below comprises operating revenue budgets (local and central risk) as well as budgets for recharges and support services and repairs and maintenance budgets managed by the City Surveyor.

Table 4 – Revenue Operating Budget Summary – 2025/26 – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons

	Budget £'000s	Actual – Sep 2025 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	2,530	1,115	2,596	66	2.61
Gross Income	(181)	(71)	(221)	(40)	(22.10)
Net Expenditure	2,349	1,044	2,375	26	1.11

31. As can be seen from the table above, the charities are currently forecasting a total net overspend of £26k compared with the net expenditure budget for 2025/26. This is largely explained by a £12k overspend on the central risk budget and an overspend of £11k on repairs and maintenance budgets managed by the City Surveyor.

32. The major budget variances for 2025/26 comprise the following with further information also detailed in Appendix 4:

- £54k forecasted overspend on transport related expenditure with the purchase of an electric vehicle due to take place during 2025/26;
- £47k additional expenditure incurred on supplies and services relating to extra costs expected on equipment purchases and audit fees required for the charities accounts;
- (£50k) additional income projected from government grants in relation to the Countryside Stewardship Scheme (CSS); and
- (£49k) estimated savings in staffing costs as a result of vacant posts.

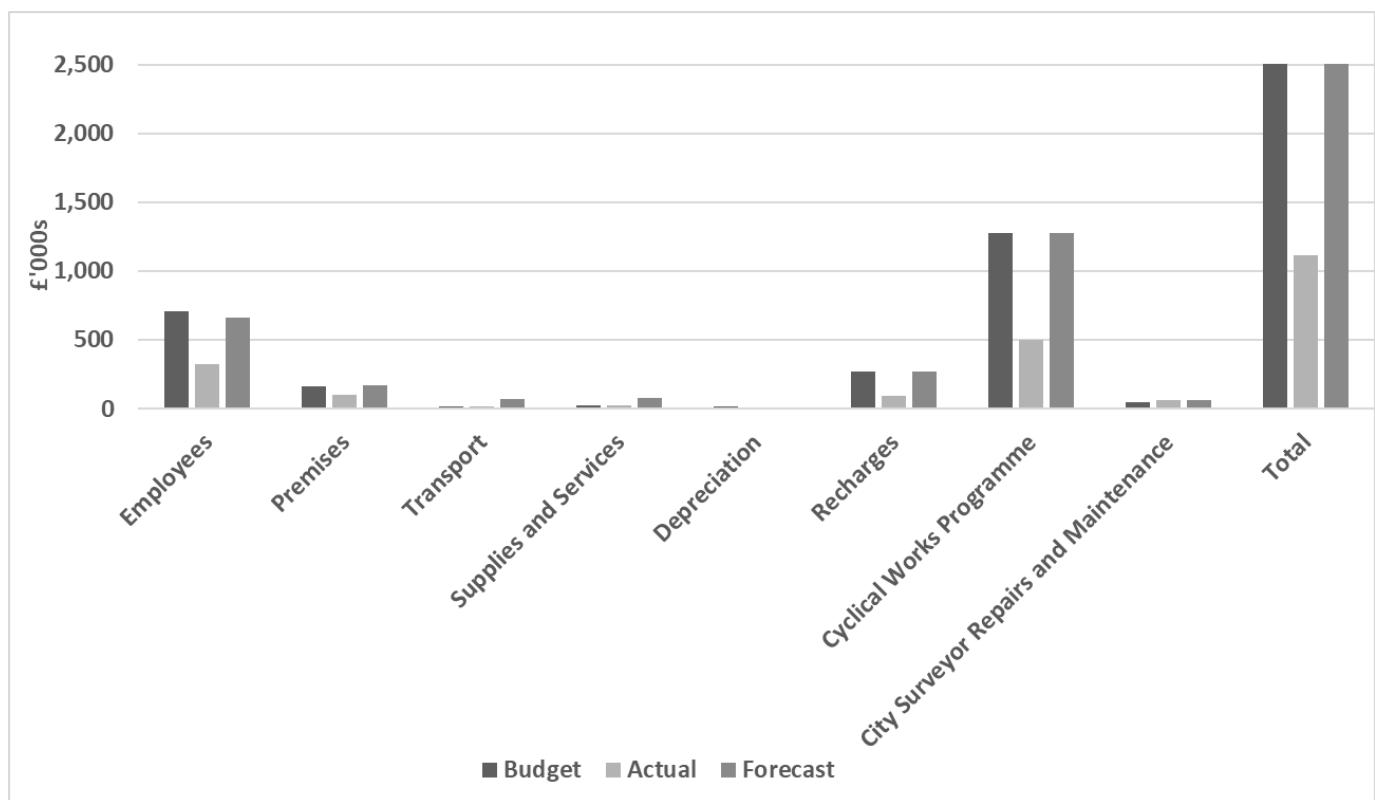
Expenditure

33. As at September 2025, total gross expenditure for the charities amounted to £1.115m. This represents 44.07% of the total gross expenditure budget for 2025/26 of £2.53m.

34. For 2025/26, the charities are currently forecasting total gross expenditure of £2.596m amounting to an overspend on expenditure of £66k, 2.61%, compared with the total gross expenditure budget for 2025/26 of £2.53m.

35. Graph 4 below provides a summary of the different categories of expenditure incurred to September 2025 along with current forecasts for 2025/26.

Graph 4 – Expenditure Categories – West Wickham and Coulsdon Commons – 2025/26



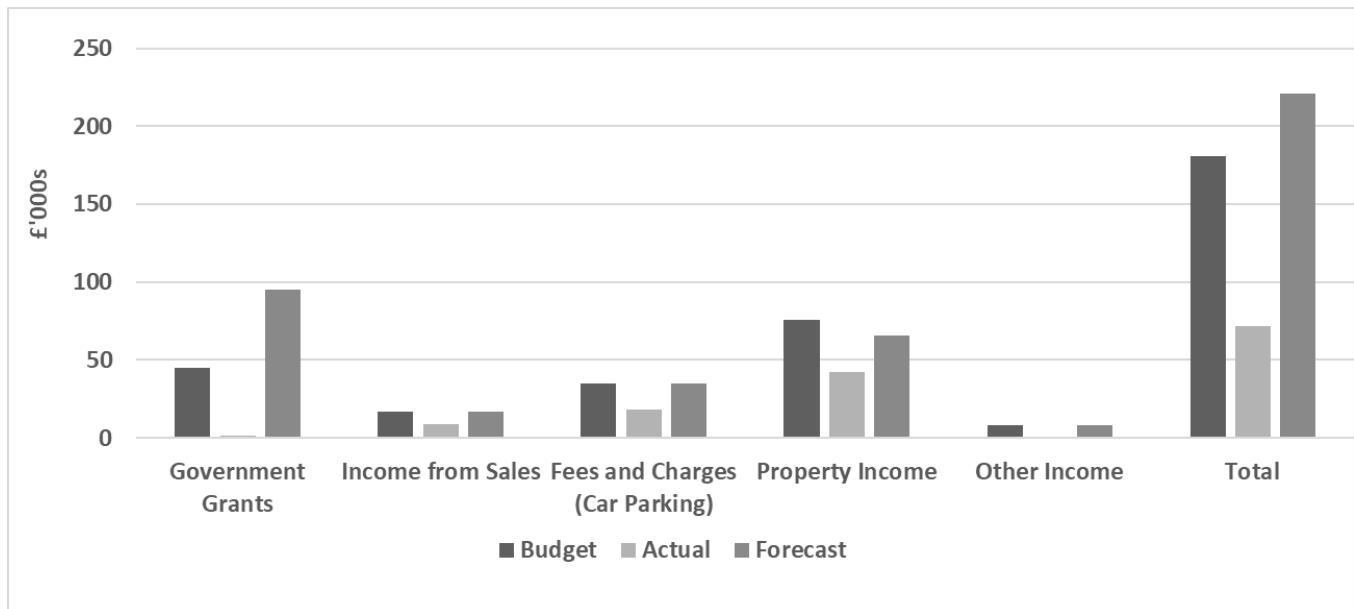
Income

36. As at September 2025, total gross income for the charities amounted to (£71k). This represents 39.22% of the charity's total gross income budget for 2025/26 of (£181k).

37. For 2025/26, the charities are currently forecasting total gross income of (£221k), amounting to an increase in gross income of (£40k), (22.40%), compared with the gross income budget of (£181k).

38. Graph 5 below provides a summary of the different categories of income received to September 2025 along with current forecasts for 2025/26.

Graph 5 – Income Categories – West Wickham and Coulsdon Commons – 2025/26



Outstanding Debts

39. Please note that there were no outstanding debts due to the charities as at the end of September 2025.

Charity Funds (Restricted, Unrestricted and Designated)

40. Appendix 5 lists the restricted, unrestricted and designated funds held by the charities. It details the opening balance for 2025/26 and any movements in the current financial year to date. Appendix 5 also provides a definition for each type of charity reserve fund.
41. A summary of the current balances held by the charities for each type of reserve fund and movements in the reserves in 2025/26 is also shown below in Table 5:

Table 5 – West Wickham and Coulsdon Commons Funds Summary – September 2025

	Restricted	Unrestricted	Designated	Total
	£'000s	£'000s	£'000s	£'000s
Opening Balance	54	3	672	729
Income	0	1	0	1
Expenditure	0	0	0	0
Current Balance	54	4	672	730

42. The only movement in the charities reserve funds in 2025/26 to date relates to general donations income received which has been credited to the charities unrestricted (free) reserves and may now be carried forward by the charities to future years.

Contributions from City's Estate

43. The current funding model for the charities is for the total net expenditure to be fully funded from City's Estate, including the cost of any capital expenditure incurred during the year as well any works managed by the City Surveyor under the Cyclical Works Programme (CWP). Any changes to the amount of expenditure incurred or income generated over the course of the year will have an impact on the overall contribution required by the charities at year end. The total contribution is therefore calculated based on the actual total net running costs for the year in addition to any capital expenditure and CWP costs incurred.

44. Members should note that from 2026/27, the charities will be moving to a grant funded model on its operational (local risk) budget with other elements of the charities budgets continuing to be deficit funded for the time being.

45. The table below details the actual level of contribution provided from City's Estate for the previous four financial years along with the current forecast projected for 2025/26. The table is broken down according to the different elements comprising the charities contribution from City's Estate.

Table 6 – Contributions from City’s Estate – 2021/22 to 2025/26 – West Wickham and Coulsdon Commons

West Wickham Common and Spring Park Wood, Coulsdon and Other Commons	2021/22	2022/23	2023/24	2024/25	2025/26 (Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure	1,113	1,209	1,182	1,411	1,313
Cyclical Works Expenditure	14	198	(37)	516	1,274
Capital Expenditure	158	0	77	34	0
Gross Income	239	158	213	234	215
Total Contribution from City of London - West Wickham and Coulsdon Commons	1,046	1,249	1,010	1,770	2,372

46. As seen from the table above, there was an increase for 2024/25 in the total contribution from City’s Estate to the charity of £760k (75.25%) compared with the previous financial year. This increase can largely be explained by additional expenditure on CWP projects at Farthing Downs and Riddlesdown Common relating to the backlog of works managed by the City Surveyor. The increased contribution for 2024/25 can also be explained by an increase in other areas of expenditure such as salary payments to staff and recharges from corporate departments.

47. For 2025/26, the charities are currently forecasting a further increase in the contribution amounting to an increase of £602k (34.01%) compared with the contribution received in 2024/25. The increase can largely be explained by a further increase in expenditure on CWP projects planned for the current financial year which include works around car park resurfacing and rainwater goods replacement at the Merlewood Estate Office.

Section C – Ashtead Common (charity registration no: 1051510)

Revenue Operating Budget – 2025/26

48. The budget for Ashtead Common for 2025/26 amounts to £1.019m net expenditure. Actual net expenditure as at September 2025 amounted to £470k with a current forecast outturn for 2025/26 of £1.025m net expenditure. This amounts to a projected net overspend for 2025/26 of £6k, equivalent to 0.59% of the total net expenditure budget.

49. A summary of the revenue budget position for 2025/26 is shown in Table 7 below, with further detailed information provided in Appendix 6, including reasons for significant budget variances. Please note that the information presented below comprises operating revenue budgets (local and central risk) as well as budgets for recharges and support services and repairs and maintenance budgets managed by the City Surveyor.

Table 7 – Revenue Operating Budget Summary – 2025/26 – Ashtead Common

	Budget £'000s	Actual – Sep 2025 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	1,082	474	1,067	(15)	(1.39)
Gross Income	(63)	(4)	(42)	21	33.33
Net Expenditure	1,019	470	1,025	6	0.59

50. As can be seen from the table above, the charity is currently forecasting a total net overspend of £6k compared with the total net expenditure budget for 2025/26. The projected overspend is largely explained by reduced income from government grants of £23k due to the charity not being able to claim for the cutting of ancient trees as a result of drought earlier in the year. The projected net overspend is partly offset by savings in employment costs of (£17k) as a result of staffing vacancies. Further information regarding the charity's revenue budget for 2025/26 can be found in Appendix 6.

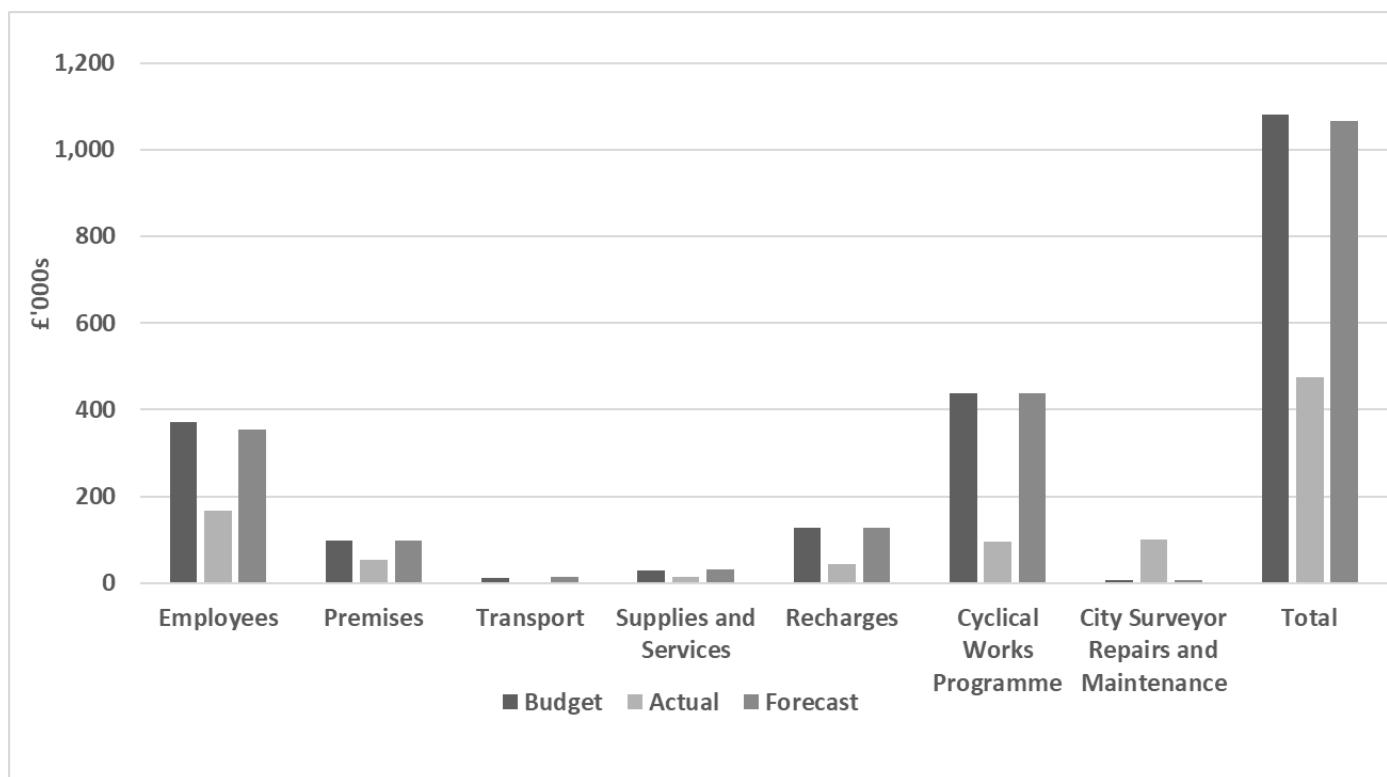
Expenditure

51. As at September 2025, total gross expenditure for the charity amounted to £474k. This represents 43.81% of the total gross expenditure budget for 2025/26 of £1.082m.

52. For 2025/26, the charity are currently forecasting total gross expenditure of £1.067m amounting to an underspend on expenditure of (£15k), 1.39%, compared with the total gross expenditure budget for 2025/26 of £1.082m.

53. Graph 6 below provides a summary of the different categories of expenditure incurred to September 2025 along with current forecasts for 2025/26.

Graph 6 – Expenditure Categories – Ashtead Common – 2025/26



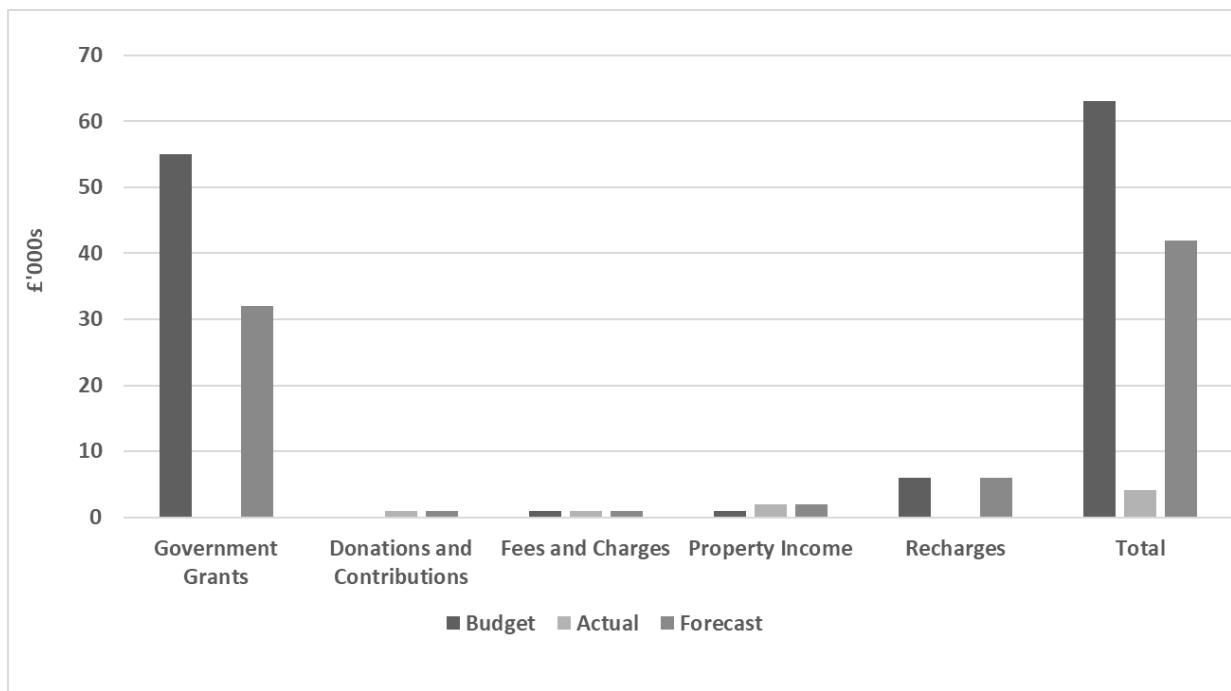
Income

54. As at September 2025, total gross income for Ashtead Common amounted to (£4k). This represents 6.35% of the charity's total gross income budget for 2025/26 of (£63k).

55. For 2025/26, the charity are currently forecasting total gross income of (£42k), amounting to a reduction in gross income of £21k, 33.33%, compared with the gross income budget of (£63k).

56. Graph 7 below provides a summary of the different categories of income received to September 2025 along with current forecasts for 2025/26.

Graph 7 – Income Categories – Ashtead Common – 2025/26



Outstanding Debts

57. Please note that there were no outstanding debts due to the charity as at the end of September 2025.

Charity Funds (Restricted, Unrestricted and Designated)

58. Appendix 7 lists the restricted and designated funds held by Ashtead Common. It details the opening balance for 2025/26 and any movements in the current financial year to date. Appendix 7 also provides a definition for each type of charity reserve fund.

59. A summary of the current balances held by the charity for each type of reserve fund and movements in the reserves in 2025/26 is also shown below in Table 8:

Table 8 – Ashtead Commons Funds Summary – September 2025

	Restricted	Designated	Total
	£'000s	£'000s	£'000s
Opening Balance	411	22	433
Income	0	1	1
Expenditure	0	0	0
Current Balance	411	23	434

60. The only movement in the reserve funds in 2025/26 to date relates to donations income being received for one of the charity's designated funds which will be used to fund work on ancient trees at Ashtead Common.

Contributions from City's Estate

61. The current funding model for Ashtead Common is for its total net expenditure to be fully funded from City's Estate, including the cost of any capital expenditure incurred during the year as well any works managed by the City Surveyor under the Cyclical Works Programme (CWP). Any changes to the amount of expenditure incurred or income generated over the course of the year will have an impact on the overall contribution required by the charity at year end. The total contribution is therefore calculated based on the **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred.

62. Members should note that from 2026/27, the charity will be moving to a grant funded model on its operational (local risk) budget with other elements of the charity's budgets continuing to be deficit funded for the time being.

63. The table below details the actual level of contribution provided from City's Estate for the previous four financial years along with the current forecast projected for 2025/26. The table is broken down according to the different elements comprising the charity's contribution from City's Estate.

Table 9 – Contributions from City's Estate – 2021/22 to 2025/26 – Ashtead Common

Ashtead Common	2021/22	2022/23	2023/24	2024/25	2025/26 (Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	491	542	685	666	627
Cyclical Works Expenditure	8	17	7	105	439
Capital Expenditure	0	0	0	18	0
Gross Income	12	35	84	472	36
Total Contribution from City of London - Ashtead Common	471	524	609	730	1,030

64. As seen from the table above, there was an increase for 2024/25 in the total contribution from City's Estate to the charity of £121k (19.87%) compared with the previous financial year. This increase can largely be explained by additional expenditure on CWP projects largely relating to works at the Ashtead Common Estate Office as part of the backlog of works managed by the City Surveyor.

65. For 2025/26, the charity are currently forecasting a further increase in the contribution amounting to an increase of £300k (29.13%) compared with the contribution received in 2024/25. The increase is largely be explained by a further increase in expenditure on CWP projects planned for the current financial year which include landlord lighting and power rewiring works at Ashtead Common.

Capital Projects

66. Table 10 outlines the current list of live capital projects in progress against their currently approved budget which cover the various Commons charities. It should be noted that the “current approved budget” is the amount currently agreed by Committee to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.

Table 10 – The Commons Live Capital Projects

	Total Estimated Cost of Project	Current Approved Budget	Prior Year Actual Spend	In Year Actual Expenditure	In Year Committed Expenditure	Current Approved Budget Unspent
	£'s	£'s	£'s	£'s	£'s	£'s
The Commons						
City Commons - Entry Board Replacement	142,517	160,000	10,300	4,000	128,217	17,483
City Commons - Livestock Fencing Replacement	92,000	92,000	34,146	0	18,925	38,929
The Commons Total	234,517	252,000	44,446	4,000	147,142	56,412

67. Out of a current approved budget of £252k, £196k has been spent or committed to date, leaving a remaining budget of £56k to progress the various projects to the next project gateway, release of further capital funds or completion.

Corporate & Strategic Implications

Strategic implications – none

Financial implications – none

Resource implications – none

Legal implications – none

Risk implications – none

Equalities implications – none

Climate implications – none

Security implications – none

Conclusion

68. This report provides an update on the operational finance position for Quarter 2 for 2025/26 for each of The Commons charities on a range of financial related matters to the end of September 2025.

Appendices

Appendix 1 – Burnham Beeches Revenue Budget Summary – 2025/26

Appendix 2 – Stoke Common Revenue Budget Summary – 2025/26

Appendix 3 – Charity Funds (Restricted, Unrestricted and Designated) – Burnham Beeches and Stoke Common

Appendix 4 – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons Revenue Budget Summary – 2025/26

Appendix 5 – Charity Funds (Restricted, Unrestricted and Designated) – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons

Appendix 6 – Ashtead Common Revenue Budget Summary – 2025/26

Appendix 7 – Charity Funds (Restricted and Designated) – Ashtead Common

Clem Harcourt

Finance Business Partner (Natural Environment)

T: 020 7332 1363

E: clem.harcourt@cityoflondon.gov.uk

This page is intentionally left blank

FY 2024/25 Actuals £	BURNHAM BEECHES	Budget 2025/26 £	Actual to Date £	Projected Outturn 2025/26 £	Variance from Budget 2025/26	
					£	%
766,796	Direct Employees	794,000	381,018	776,000	(18,000)	-2%
14,809	Indirect Employees	13,000	2,453	13,000	0	0%
133,404	Premises	111,000	88,506	156,000	45,000	41%
42,637	Transport	28,000	4,903	20,000	(8,000)	-29%
38,228	Fees and Services	45,000	11,918	45,000	0	0%
104,047	Equipment, Furniture and Materials	46,000	10,973	46,000	0	0%
37,211	Other	25,000	14,139	27,000	2,000	8%
179,485	Supplies and Services	116,000	37,030	118,000	2,000	2%
598,106	Transfer to Reserve	0	0	78,000	78,000	n/a
1,735,237	Total Expenditure	1,062,000	513,910	1,161,000	99,000	9%
(269,334)	Government Grants	(45,000)	(292)	(45,000)	0	0%
	Other Grants, Reimbursements and Contributions (SAMMS and S106)	(128,000)	(881)	(128,000)	0	0%
(467,053)		(140,000)	(63,418)	(128,000)	12,000	9%
(127,424)	Car Parking	(32,000)	(107,599)	(115,000)	(83,000)	-259%
(110,784)	Film	(54,000)	(28,358)	(74,000)	(20,000)	-37%
(63,996)	Rents etc	(36,000)	0	(50,000)	(14,000)	-39%
(51,610)	Transfer from Reserves	(3,000)	(7,223)	(7,000)	(4,000)	0%
(9,047)	Other	0	4,620	0	0	0%
(4,620)	Rechargeable Capital Projects					
(1,103,868)	Income	(438,000)	(203,150)	(547,000)	(109,000)	-25%
631,369	Total Net Expenditure - Local Risk	624,000	310,760	614,000	(10,000)	-2%

Central Risk							
110	Direct Employees	0	0	0	0	0	0%
15,430	Supplies and Services	0	527	15,000	15,000	0	n/a
55,100	Depreciation	57,000	0	57,000	0	0	0%
14,634	Transfer to Reserves	0	0	0	0	0	0%
(14,420)	Income	0	172	0	0	0	0%
70,854	Total Net Expenditure - Central Risk	57,000	699	72,000	15,000	26%	

Recharges							
Support Services							
84,000	Support Services	97,000	54,000	97,000	0	0	0%
19,000	Surveyors' Employee Recharge	15,000	6,000	15,000	0	0	0%
46,000	IT Recharge	51,000	24,000	51,000	0	0	0%
6,365	Premises Insurance	7,000	4,642	7,000	0	0	0%
3,320	Transport Insurance	2,000	833	2,000	0	0	0%
2	Liability Insurance	0	1	0	0	0	0%
158,686	Total Support Services	172,000	89,476	172,000	0	0	
103,167	Directorate Recharges	114,000	0	114,000	0	0	
261,853	Total Expenditure	286,000	89,476	286,000	0	0	
(11,000)	Corporate and Democratic Core	(11,000)	0	(11,000)	0	0	
250,853	Total Net Expenditure - Recharge Risk	275,000	89,476	275,000	0	0	

67,949	Cyclical Works Programme	370,000	275,775	370,000	0	0%
95,151	Surveyor's Local Risk - Repairs and Maintenance	116,000	15,400	116,000	0	0%
22,907	Surveyor's Local Risk - Cleaning	3,000	7,920	8,000	5,000	167%
186,006	Total City Surveyor	489,000	299,096	494,000	5,000	1%

1,139,082	Total Net Expenditure	1,445,000	700,031	1,455,000	10,000	1%
------------------	------------------------------	------------------	----------------	------------------	---------------	-----------

Notes:

Projected overspend attributable to pond works taking place during 2025/26 which will be funded by one of the charity's restricted 1 reserves held for this purpose.

Any local risk underspend will be transferred to a designated reserve for vehicle replacements and/or boardwalk replacement works 2 subject to the appropriate approval being obtained.

3 Additional income generated from filming projects at Burnham Beeches over the course of 2025/26.

Stoke Common - Revenue Budget Summary 2025/26 - September 2025

APPENDIX 2

FY 2024/25 Actuals £	STOKE COMMON	Budget 2025/26 £	Actual to Date £	Projected Outturn 2025/26 £	Variance from Budget 2025/26	
					£	%
21,275	Direct Employees	22,000	9,048	21,000	(1,000)	-5%
1,038	Indirect Employees	0	0	0	0	0%
34,155	Premises	25,000	567	27,000	2,000	8%
674	Supplies and Services	5,000	0	5,000	0	0%
4,027	Transfer to Reserve	0	0	0	0	0%
157	Third Party Payments	1,000	123	1,000	0	0%
61,326	Total Expenditure	53,000	9,738	54,000	1,000	2%
(29,356)	Government Grants	(25,000)	(507)	(25,000)	0	0%
(4,027)	Other	0	(1,116)	(1,000)	(1,000)	n/a
(33,382)	Income	(25,000)	(1,623)	(26,000)	(1,000)	-4%
27,944	Total Net Expenditure - Local Risk	28,000	8,115	28,000	0	0%

This page is intentionally left blank

Charity Funds (Restricted, Unrestricted and Designated) - Quarter 2 2025/26

	Opening Balance 2025/26 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Current Balance 2025/26 £'s
Burnham Beeches and Stoke Common					
Restricted Funds:					
Legacy Income - Pond Maintenance	60,014				60,014
Campaign Donations	9,738	455			10,193
Section 106 Contributions	164,765		26,926		137,839
Strategic Access Management and Monitoring Strategy (SAMMS)	1,135,072		25,142		1,109,930
Countryside Stewardship Scheme	199,404				199,404
	1,568,992	455	52,067	0	1,517,380
Unrestricted Funds:					
Unrestricted Funds	3,306	426			3,732
	3,306	426	0	0	3,732
Designated (Unrestricted Fund):					
Stoke Common	140,627				140,627
Tangible Fixed Assets (Land & Buildings, Infrastructure, Vehicles & Plant and Equipment)	812,441				812,441
	953,068	0	0	0	953,068
Total Burnham Beeches and Stoke Common	2,525,366	881	52,067	0	2,474,180

Note:

The various sub-totals shown above should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.

There are various types of funds held which have different rules as to how they can be spent and time periods held. These are categorised in the following way:

Restricted Fund - funds have been given to the charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds, they should be spent within a reasonable period of time.

Unrestricted Fund - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Estate funded charities, the model means that no such minimum can be identified, as at year end the difference between income and expenditure is currently balanced by the deficit funding grant from City's Estate.

Designated (Unrestricted Fund) - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.

This page is intentionally left blank

FY 2024/25 Actuals £	WEST WICKHAM & COULSDON COMMONS	Budget 2025/26 £	Actual to Date £	Projected Outturn 2025/26 £	Variance from Budget 2025/26		1
					£	%	
623,290	Direct Employees	705,000	318,490	656,000	(49,000)	-7%	
8,564	Indirect Employees	5,000	2,959	5,000	0	0%	
9,655	Energy Costs	13,000	2,247	13,000	0	0%	
25,116	Rates	25,000	27,737	28,000	3,000	12%	
7,554	Water Services	6,000	4,670	6,000	0	0%	
30,941	Cleaning and Domestic Supplies	32,000	15,672	32,000	0	0%	
91,185	Grounds Maintenance Costs	84,000	50,491	95,000	11,000	13%	
164,451	Premises	160,000	100,818	174,000	14,000	9%	
34,859	Transport	16,000	14,587	70,000	54,000	338%	2
73,287	Supplies and Services	28,000	26,532	52,000	24,000	86%	
55,360	Transfer to Reserve	0	0	0	0	0%	
959,812	Total Expenditure	914,000	463,385	957,000	43,000	5%	
(146,970)	Government Grants	(45,000)	(1,290)	(95,000)	(50,000)	-111%	3
(2,405)	Other Contributions	(2,000)	(1,039)	(2,000)	0	0%	
(22,395)	Sales	(17,000)	(8,888)	(17,000)	0	0%	
(33,959)	Fees and Charges	(35,000)	(18,243)	(35,000)	0	0%	
(66,486)	Rent	(76,000)	(42,039)	(66,000)	10,000	13%	
(272,215)	Income	(175,000)	(71,499)	(215,000)	(40,000)	-23%	
687,596	Total Net Expenditure - Local Risk	739,000	391,887	742,000	3,000	0%	

	Central Risk					
23,837	Supplies and Services	0	20	23,000	23,000	n/a
0	Support Services	0	527	0	0	0%
9,091	Depreciation	20,000	0	9,000	(11,000)	-55%
34,146	Transfer to Reserves	0	0	0	0	0%
67,073	Total Expenditure	20,000	547	32,000	12,000	60%
(34,146)	Other Grants, Reimbursement and Contributions	0	0	0	0	0%
143	Investment Income	0	114	0	0	0%
(34,003)	Total Income	0	114	0	0	0%
33,070	Total Net Expenditure - Central Risk	20,000	661	32,000	12,000	60%

	Recharges					
	Support Services					
78,000	Support Services	90,000	48,000	90,000	0	0%
28,000	Surveyors' Employee Recharge	23,000	12,000	23,000	0	0%
38,000	IT Recharge	42,000	24,000	42,000	0	0%
7,202	Premises Insurance	7,000	5,738	7,000	0	0%
6,091	Transport Insurance	4,000	1,562	4,000	0	0%
6	Liability Insurance	0	4	0	0	0%
157,299	Total Support Services	166,000	91,304	166,000	0	0%
90,412	Directorate Recharges	107,000	0	107,000	0	0%
247,710	Total Expenditure	273,000	91,304	273,000	0	0%
(6,000)	Corporate and Democratic Core	(6,000)	0	(6,000)	0	0%
241,710	Total Net Expenditure - Recharge Risk	267,000	91,304	267,000	0	0%

515,732	Cyclical Works Programme	1,274,000	499,233	1,274,000	0	0%
192,328	Surveyor's Local Risk - Repairs and Maintenance	48,000	54,935	55,000	7,000	15%
31,420	Surveyor's Local Risk - Cleaning	1,000	5,113	5,000	4,000	400%
739,479	Total City Surveyor	1,323,000	559,281	1,334,000	11,000	1%
1,701,856	Total Net Expenditure	2,349,000	1,043,132	2,375,000	26,000	1%

Notes:

- 1 Projected underspend on salaries due to two roles currently being vacant.
- 2 Overspend attributable to the planned purchase of an electric vehicle.
Increase in grant income expected to be received from the Rural Payments Agency for 2025/26 which is greater than was originally anticipated.

Charity Funds (Restricted, Unrestricted and Designated) - Quarter 2 2025/26

	Opening Balance 2025/26 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Current Balance 2025/26 £'s
West Wickham Common and Spring Park Wood, Coulsdon and Other Commons					
Restricted Funds:					
Campaign Donations	2,560	70			2,630
Countryside Stewardship Scheme	51,452				51,452
	54,012	70	0	0	54,082
Unrestricted Funds:					
Unrestricted Funds	3,547	658			4,205
	3,547	658	0	0	4,205
Designated (Unrestricted Fund):					
Tangible Fixed Assets (Land & Buildings, Infrastructure, Vehicles & Plant and Equipment)	672,319				672,319
	672,319	0	0	0	672,319
Total West Wickham Common and Spring Park Wood, Coulsdon and Other Commons	729,878	728	0	0	730,606

Note:

The various sub-totals shown above should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.

There are various types of funds held which have different rules as to how they can be spent and time periods held. These are categorised in the following way:

Restricted Fund - funds have been given to the charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds, they should be spent within a reasonable period of time.

Unrestricted Fund - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Estate funded charities, the current model means that no such minimum can be identified, as at year end the difference between income and expenditure is currently balanced by the deficit funding grant from City's Estate.

Designated (Unrestricted Fund) - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.

This page is intentionally left blank

FY 2024/25 Actuals £	ASHTEAD COMMON	Budget 2025/26 £	Actual to Date £	Projected Outturn 2025/26 £	Variance From Budget 2025/26	
					£	%
336,891	Direct Employees	367,000	166,943	350,000	(17,000)	-5%
4,956	Indirect Employees	4,000	252	3,000	(1,000)	-25%
105,936	Premises	97,000	52,558	97,000	0	0%
8,934	Transport	11,000	1,426	13,000	2,000	18%
41,303	Supplies and Services	29,000	12,244	25,000	(4,000)	-14%
411,944	Transfer to Reserve	0	0	1,000	1,000	n/a
909,965	Total Expenditure	508,000	233,423	489,000	(19,000)	-4%
(467,333)	Government Grants Other Income	(55,000)	(112)	(32,000)	23,000	42%
(4,367)		(2,000)	(4,496)	(4,000)	(2,000)	-100%
(471,699)		(57,000)	(4,608)	(36,000)	21,000	37%
438,265	Total Net Expenditure - Local Risk	451,000	228,815	453,000	2,000	0%

	Central Risk					
4,198	Audit Fees	0	0	4,000	4,000	n/a
-	Support Services	0	527	0	0	0%
18,845	Transfer to Reserve	0	0	0	0	0%
(18,845)	Contributions	0	0	0	0	0%
4,198	Total Net Expenditure - Central Risk	0	527	4,000	4,000	n/a

	Recharges					
	Support Services					
41,000	Support Services	47,000	24,000	47,000	0	0%
1,000	Surveyors' Employee Recharge	1,000	0	1,000	0	0%
27,000	IT Recharges	30,000	18,000	30,000	0	0%
2,271	Premises Insurance	2,000	1,383	2,000	0	0%
1,245	Transport Insurance	1,000	312	1,000	0	0%
72,516	Total Support Services	81,000	43,695	81,000	0	0%
	Directorate Recharges	47,000	0	47,000	0	0%
117,889	Total Expenditure	128,000	43,695	128,000	0	0%
(6,000)	Corporate and Democratic Core	(6,000)	0	(6,000)	0	0%
111,889	Total Net Expenditure - Recharge Risk	122,000	43,695	122,000	0	0%

104,793	Cyclical Works Programme	439,000	95,974	439,000	0	0%
25,447	Surveyor's Local Risk - Repairs and Maintenance	7,000	98,423	7,000	0	0%
20,448	Surveyor's Local Risk - Cleaning	0	2,006	0	0	0%
150,688	Total City Surveyor	446,000	196,403	446,000	0	0%
705,040	Total Net Expenditure	1,019,000	469,439	1,025,000	6,000	1%

Notes:

1 Underspend on salaries due to staff vacancies.

Reduced grant income due to Ashtead Common not being able to claim for the cutting of ancient trees as a result of drought during

2 2025/26.

Charity Funds (Restricted, Unrestricted and Designated) - Quarter 2 2025/26

	Opening Balance 2025/26 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Current Balance 2025/26 £'s
Ashtead Common					
Restricted Funds:					
Countryside Stewardship Scheme	411,394				411,394
	411,394	0	0	0	411,394
Designated (Unrestricted Fund):					
Ancient Trees Reserve	2,936	1,320			4,256
Tangible Fixed Assets (Assets Under Construction)	18,845				18,845
	21,781	1,320	0	0	23,101
Total Ashtead Common	433,175	1,320	0	0	434,495

Note:

The various sub-totals shown above should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.

Please note that the external audit of the 2024/25 charity accounts has not yet been completed and the above opening balances shown for each reserve fund are subject to revision.

There are various types of funds held which have different rules as to how they can be spent and time periods held. These are categorised in the following way:

Restricted Fund - funds have been given to the charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds, they should be spent within a reasonable period of time.

Unrestricted Fund - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Estate funded charities, the current model means that no such minimum can be identified, as at year end the difference between income and expenditure is currently balanced by the deficit funding grant from City's Estate.

Designated (Unrestricted Fund) - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.

This page is intentionally left blank

City of London Corporation Committee Report

Committees: Epping Forest and Commons Committee	Dated: 26/01/2026
Subject: Assistant Director Epping Forest Update Report October – December 2025 (SEF 01/26)	Public For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Diverse Engaged Communities Leading Sustainable Environment Vibrant Thriving Destination Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Environment Executive Director
Report author:	Jacqueline Eggleston, Assistant Director, Epping Forest

Summary

This report presents updates on business activity delivered in Epping Forest for the period July to September 2025. The activities are delivered against the objectives outlined in the Epping Forest Management Strategy (charitable objectives), Epping Forest Business Plan and the Natural Environment Strategies.

Recommendation

Members are asked to:

- Note the report.

Main Report

Current Position

1. Appendix A provides updates on service delivery in Epping Forest and its buffer lands in the period October to December 2025. Information for this period should be read in conjunction with separate reports on financial activity, risk management and high-level business planning to provide an overview of progress made against Charity, Corporate and Natural Environment objectives.

Of particular note;

2. A new SSSI condition assessment was completed by Natural England for the lowland dry acid grassland. The condition was assessed as Unfavourable – Recovering with additional measures recommended to help improve conditions. This is a new methodology so there is no direct comparison with previous assessments.
3. Over 90 grassland condition surveys undertaken which will help track improvements made for biodiversity.
4. 38 Longhorn calves (21 female / 17 male) were born between 29th October - 10th December. This is the first time a 100% calving success rate has been achieved by the Grazing Team.
5. Five new members of staff were recruited.

Proposals

6. In the next quarter workshops will commence on the Forest Transport Strategy.
7. Carbon removals programme will aim to have completed 150 leaky dams and planted 1.3km of hedge whips by March.
8. The Epping Forest Annual Visitor Guide is due to be published.

Key Data

9. October-December 2025 (figures in brackets for equivalent period October-December 2024 for comparison.)
 - Total fly tips: 90 (111)
 - Total fires/barbeques: 10/0 (10/1)
 - Grazing days: 1736 Forest / 3456 Buffer (1962 / 1861)
 - 8 filming licences: Total of £4,332 (15 / £77,737.50)
 - 13 fitness licences: Total of £383 (12 / £1,906.90)
 - 9 utilities licences: Total of £16,421 (6 / £61)

- External volunteer hours: 3,827 (3,794)
- Internal volunteer hours: 800 (335). Significant increase due to additional projects using volunteers - including leaky dams, tree planting, and heritage volunteers.
- The Epping Forest Facebook page received 810,564 views with the highest reach on National Tree Week posts, Brambly Hedge launch and Christmas and New Year posts. Throughout October to December 2025 Instagram received 283,695 views. The highest engagements were seen on posts about grazing and the Brambly Hedge launch.
- 11,686 visitors to Epping Forest Visitor Centre at Chingford, with 2,995 visitors received at Queen Elizabeth's Hunting Lodge. The Temple was not open during this period due to renovation works which overran.
- Safety 365 score 65%.
- Field Studies Council engaged with 57 different schools and welcomed over 4000 school attendees at the Epping Forest Field Centre (535 primary school and early years students, 3,260 secondary school students and 255 A-Level students).

Conclusion

10. Considerable progress against Natural Environment Strategy objectives and Epping Forest management plan objectives has been delivered during the reporting period.

Appendices

Appendix A – Progress against key objectives / actions (categorised by Natural Environment Strategy). Further detail of how the activities align to these objectives is shown in the Epping Forest Business Plan.

Jacqueline Eggleston

Assistant Director/ Superintendent Epping Forest

T: 020 8532 1010

E: jacqueline.eggleston@cityoflondon.gov.uk

This page is intentionally left blank

Appendix A

Assistant Director's Update, Epping Forest

Updates on actions taken to deliver Epping Forest charity objectives and Natural Environment strategies for the period October to December 2025.

1.0 A Welcoming Destination for all (Access and Recreation/ Nature Conservation)

1.1 Estate Improvements

1.2 Leaky dam installations and 800m ditch reprofiling at Copped Hall as part of the Carbon Removals Project. Cost of works recharged to CAS project.



1.3 Over 60 defects addressed including new bench installations, maintaining empty lodge gardens, path repairs, equipment welding, bridge repairs, gate replacements.

1.4 Routine maintenance included car park improvements such as flow plate upgrades, grounds maintenance presentation improvements and regular system of inspection. Play area inspection and maintenance including undertaking Rospa follow up recommended works.

1.5 Dam wall maintenance and additional clearance completed with mulcher.



1.6 Contractor works – Bellringers Hollow Culvert repairs. 1 x 12m m pipe replaced, path reinstatement and new fencing. New gabion baskets installed at two other culvert locations.



Figure 1 Before and after

1.7 Culvert replacement near Connaught Waters with new accessible bridge installed using ground screws.



Figure 2 Before

2.0 Keepers and Enforcement

2.1 Keepers are now getting to know their 'beats', are undertaking risk assessments, and are showing impact with small maintenance tasks improving presentation and safety. Keepers have uncovered hidden ASB and rough sleeper camps by tackling less accessible and previously unvisited areas through their 'beat' walks.

2.2 Keepers are working with community groups to increase litter picking and are supporting the conservation team to engage with the public on site at the CSS works.

3.0 Cleansing and waste

3.1 There are concerns that new green waste collection measures in EFDC will result in increased flytipping of garden waste in the Forest. Keepers will monitor to see if there is an uplift and increase patrols along property boundaries.

4.0 Health and Safety

4.1 Health & Safety: Epping Forest achieved a 65% audit score for Safety365 in Q3 (which is the corporate target), reflecting continued improvements in operational safety practices. The team are working toward the 'stretch' target of 70%.

5.0 A beautiful Forest, sustaining an internationally and nationally important mosaic of wildlife habitats (Nature Conservation and Resilience)

5.1 Deer management recommenced in November with the focus to improve the welfare of the existing wild deer population, reduce deer vehicle collisions, and preserve the Forest's biodiversity by encouraging natural regeneration of trees and scrub. The annual drone deer census surveys showed approximately 900 fallow deer and 80+ muntjac.

Grazing and Grasslands

5.2 Calving took place in December with 38 calves born and 100% successful birth rate.

5.3 The Grassland Team have continued flailing and grass cutting across a number of sites and the conservation herd grazed key grassland areas, with a small number of cattle being left on the Chingford Plain-Bury Wood area over the winter.

5.4 The Epping Forest Charity continues to support Essex Wildlife Trust with their conservation grazing practice at Roding Valley Meadows Nature Reserve by providing cattle from the Epping Forest herd to graze there over the winter period.

Pond management

5.5 In partnership with [Froglife](#) and funded by Essex County Council and [Natural England via the national District Level Licencing Scheme for great crested newts, Epping Forest's](#) Project Pondscape commenced. With the aim to tackle challenges associated with climate change, drought due to the hotter, drier summers, we plan to improve the resilience and connectivity of the Forest's ponds for wildlife. 13 new ponds were created at Palmers Bridge Glade, Fairmead, Cuckoo Pits, and Trueloves and six ponds were restored.



Cuckoo Pit west after phase one of reprofiling as part of Project Pondscape



Palmers Bridge pond creation before and after drone photos.

Countryside Stewardship Schemes

5.6 The Countryside Stewardship Scheme (CSS) habitat restoration work programme continued including work done over October 2025 to November 2025:

- Veteran tree conservation was completed by contractors on 376 veteran trees across 19 different blocks.
- At Long Running East heathland restoration consisted of large-scale tree clearance at a well visited part of the Forest. A comprehensive public engagement programme was developed to prepare visitors for the works with staff on site talking to visitors.
 - Information was shared on social media which included a dedicated StoryMap for the site [Long Running](#).
 - Safeguards were put in place for sensitive plant and wildlife features and the works were overseen daily by the Conservation Team.
 - Three scrapes to remove dominating vegetation and expose the buried seed bank were made which are hoped will encourage the return of heathland species such as heather.
 - Timber and branches from the felled trees have been used to make reptile hibernacula, generate material for the Carbon Removals Leaky Dams project, and timbers have been placed back across the wider site as lichen habitat.
 - The contractors also put back up scarce lichen species into the trees that were retained.
 - The site will have new on-site signage asking visitors to take care across the area to allow heathland species to return. A variety of plant, wildlife and visitor movement indicators will be monitored into the future.
 - Epping Forest Conservation Volunteers continue their essential contribution to the CSS delivery, contributing to wood pasture, grassland and pond restoration, as well as heathland hibernacula creation.

5.7 The in-house arboricultural team have re-started contributing to the CSS delivery. Seven sites were worked on which involved wood pasture restoration including creation of new pollards and re-pollarding young pollards.

5.8 Wood pasture flailing work undertaken.

5.9 Volunteers undertook delicate conservation work to protect the nationally rare *Codonoblepharon* (formerly *Zygodon*) *forsteri* moss which involved removing other competing mosses, sometimes with tweezers. New *C. forsteri* plants were found which is encouraging.

5.10 The Field Studies Council (FSC) delivered two education sessions funded by CSS focusing on conservation grazing and its role in wood pasture and grassland restoration.



Creating scrapes as part of the Long Running East heathland restoration project.

SSSI Condition Assessment Update

5.11 Natural England completed their condition assessment update of Epping Forest's lowland dry acid grassland (U1b, c, d, f, and U4), with the condition status reported as Unfavourable – Recovering (detailed on this webpage: [Natural England Designated Sites Feature Condition](#)).

Additional measures proposed are:

- Increase targeted scrapes and seed dispersal of notable species.
- Support rabbit grazing and conserve ant hills.
- Expand conservation grazing.
- Implement visitor strategy to reduce recreational impacts.

Arboricultural Team

5.12 As of 19 December 2025 the following arboricultural tree safety works completed in Q3 were 241 jobs, outstanding works (jobs that are required to be completed within 12 months) are 611, with a 151 overdue works. Overdue works will be completed by end of March 2026.

5.13 The Arboricultural Team have contributed to the delivery of CSS and Carbon Removal work, which has included the creation of new pollards and re-pollarding young pollards and the creation of leaky dams.

5.14 The Epping Forest Conservation Team engagement activities included:

- Head of Conservation in collaboration with the Chartered Institute of Ecology and Environmental Management and Mott MacDonald's Technical Director for Nature Services ran the final training course of the year on Biodiversity Net Gain and Habitat Design to ~20 course participants.
- The Tree Amble podcast hosted by Peter Leeson (Woodland Creation Advisor at the Woodland Trust) featured four Epping Forest employees covering history, biodiversity, conservation grazing, and Coppiced Hall arable reversion project.
- Three Arborists and the Assistant Conservation Officer along with other colleagues across the NE Charities undertook a practical study tour to Spain's Basque region. The collaboration with the Basque people and leading arboricultural professionals that came along helped their understanding of managing beech pollards. Considerations of a tree's vitality, conditions, time out of pollarding cycle and whether to bring trees back into a pollard/reduction regime all require different understanding and techniques which the trip has now better equipped our staff to make.



5.15 Epping Forest, Hampstead Heath, Burnham Beeches, and Ashtead Common teams in Spain

- The Rewilding Spain Board of Trustees undertook a site visit around Barn Hoppitt and Bury Wood.
- The London Bryophyte Group visited Epping Forest for a survey visit.
- Head of Conservation appointed to join Rebuilding Nature's Strategic Nature Network (SNN) Advisory Group (<https://rebuildingnature.com/snn-advisory-group/>). The Rebuilding Nature SNN Advisory Group provides expert input into the conceptualisation, development, and refinement of the SNN and its underpinning mechanisms including Nature Investment Zones (NIZs).



- The Grazing and Grasslands Manager hosted staff from The Woodland Trust – Hainault Forest to discuss Conservation Grazing and the use of the NoFence Collar system. The visit sought to share knowledge, build connections with the possibility of partnership working.
- The Arboricultural and Conservation Teams visited counterparts at The Crown Estate Windsor Great Park, where they were shown ancient trees and the management techniques used by the Windsor teams to protect and conserve them, an area of woodland creation, Windsor's ancient woodland restoration and commercial forestry plantation (and the machinery they use), and planted grafted trees from ancients in the Parkland. This continues our continued knowledge sharing and lessons learned building connections with staff at The Crown Estate.



6.0 Carbon Action Strategy/ Carbon Removals Project

6.1 Earthworm surveys commenced in October at Copped Hall associated with the arable reversion/meadow creation project. Over 90 grassland condition assessment points were surveyed, with over-seeding completed to boost wildflower diversity, analysis of the condition assessment surveys are now underway.

6.2 Volunteers who supported the ecological monitoring at Copped Hall and Epping Forest attended a celebration morning at The Warren which saw presentations from the Assistant Conservation Officer and the Carbon Removals Project Officer. Feedback was received on how to improve grassland monitoring onboarding, training and overall experience for volunteers and this is actively being incorporated into the recruitment plan for the 2026 surveying season.

6.3 Working with UCL, a study has commenced on pollarding as a climate action tool, which will run until end of March 2026. Five trees have been identified for pollarding by the Conservation and Arboricultural Teams. Working with Treeconomics the wider reassessment of the Open Spaces carbon sequestration will now commence on-the-ground surveys in the spring of 2026 when leaves are back on trees.

6.4 At Copped Hall, progress on hedge planting is well underway. A 1.3km hedge fence has been installed to protect the new growth, and volunteers alongside our local team have successfully planted 10% of the planned 10,000 whips. To support healthy establishment, we've started applying our own woodchip mulch.

6.5 Leaky dam construction is progressing across multiple sites working with in house teams and volunteers. Six water level monitors have been deployed to assess flow impacts, with signage encouraging volunteer data collection, and morphological stream surveys are ongoing.

7.0 An Inspiring space benefitting peoples' health and providing opportunities for recreation and enjoyment

7.1 The Epping Forest Act 150 Celebrations Oversight Group met in November to plan 150th anniversary celebrations for the Epping Forest Act, establishing a framework for a series of civic, cultural, and community events over multiple years. Key discussions included event scheduling, branding, partnership management, resource limitations, and the formation of subgroups to drive specific workstreams.

- The festival will launch with a Parliamentary Reception and include major events such as Lord Mayor's Show, and a final civic dinner.
- Over 38 event ideas were gathered, spanning lectures, exhibitions, walks, and merchandise, with a focus on both income generation and community inclusion.
- Branding and partnership agreements are a priority to ensure City of London recognition and protect intellectual property.
- The strategy aims to highlight both the City's stewardship and the Forest's social impact, with activities mapped across different locations to engage diverse communities.

- Risks include resource constraints, the need for early planning, and the importance of prioritising activities based on funding and capacity.

7.2 The Engagement and Accessibility Group met in December and discussed oversight and planning for several Epping Forest projects, focusing on visitor management, transport strategy, path improvements, risk and safety, accessibility, and engagement. The meeting emphasised evidence-based decision-making, balancing conservation with public access, and the need for clear strategies and communication, including the following key points:

- **Visitor Management Strategy:** Progress delayed pending new data; group will review draft strategy in February, focusing on evidence-based approaches to managing visitor impact and site usage.
- **Transport Strategy:** Discussion on integrating transport with visitor management, including ideas for cycle routes, public transport, and wayfinding; emphasis on connecting Forest access with surrounding towns and reducing car use.
- **Path Projects:** Updates on surfacing and maintenance, especially Gloucester Ride and Reservoir Wood; challenges with materials, weather, and balancing accessibility with conservation.
- **Risk and Safety:** Need for balancing visitor safety with maintaining wilderness aspects
- **Accessibility:** Plans for an updated audit and strategy, aiming for least restrictive access and improved information for visitors with disabilities; inclusion and partnerships highlighted for future development.
- **SAMMs Officers:** Introduction of new staff roles focused on conservation and visitor management.

7.3 The Epping Forest Brambly Hedge Trail was officially opened on 10 October and a new Trail pack was published, including a pull-out map, Brambly Hedge-themed pencil and a completer's sticker, which is now on sale at the Epping Forest Visitor Centre at Chingford for £3. The launch resulted in excellent social media coverage, with posts from Visit England, Brambly Hedge Official and Sir Iain Duncan Smith MP. It was covered by local news including BBC Essex.

7.4 Golf course income this third quarter has seen a total increase of 17% compared with last year.

Q3 Update (April 1st - December 31st figures)

	2024/25	2025/26	Up/Down	% increase
Greenfees	£486,987.92	£561,370.08	£74,382.16	15
Drinks	£8,149.60	£9,918.79	£1,769.19	22
Hire	£43,952.50	£60,108.51	£16,156.01	37
Sales	£32,656.40	£35,545.90	£2,889.50	9
TOTAL	£571,746.42	£666,943.28	£95,196.86	17

8.0 A range of special heritage landscapes which are protected and celebrated (Culture, Heritage and Learning)

8.1 An Epping Forest exhibition is on show at The Guildhall Art Gallery: Heritage Gallery Exhibition until 30 April 2026. Highlights include a map by William D'Oyley, the first Forest Superintendent and a decorative invite to Queen Victoria's visit. The exhibition was compiled by the Guildhall Art Gallery using some of their own collection. For more information please visit [Epping Forest | London Archives](#).

8.2 The Conservation Management Plan for the Temple indicated non urgent external works. These have now been completed and included repainting, repointing and repairs to the external and windows.

8.3 Various events took place between October and December, including an Epping Forest collective photography workshop, a youth volunteer litter pick, engagement sessions about the Habitat Restoration Programme at Long Running, monthly Little Saplings and guided tours of the Hunting Lodge and the Epping Forest exhibition. Art exhibitions and talks took place as well as various volunteer sessions, including a successful volunteer event to decorate Queen Elizabeth's Hunting Lodge with greenery at the end of November.

8.4 The Engagement Team attended three further roadshows as the year ended, Copped Hall Apple Day, A Vision of Britain event and the Essex Field Club annual conference, all of which were very useful for engagement.

8.5 The Brambly Hedge Trail was officially launched on 10 October, with successful social media and media coverage received, and was attended by Sir Iain Duncan Smith MP and Lady Victoria Borwick. The Trail has proved very popular, with many purchasing the new Trail leaflet pack at the Visitor Centre, despite the problems experienced with the Gloucester Ride path.

8.6 LIDAR project: The project has been given the formal name of 'Epping Forest: A Landscape Revealed'. The volunteer archival researchers continue investigating their assigned topics and another check-in session was held in November. 'Fieldwalking' volunteers received training to use the equipment and technology for the surveys which begin in January.

9.0 Education

9.1 The Natural Environment Learning Team delivered to 648 school students—a slight increase on last year. All participating schools were from Waltham Forest, Hackney, and Islington, boroughs with significantly high rates of child poverty.

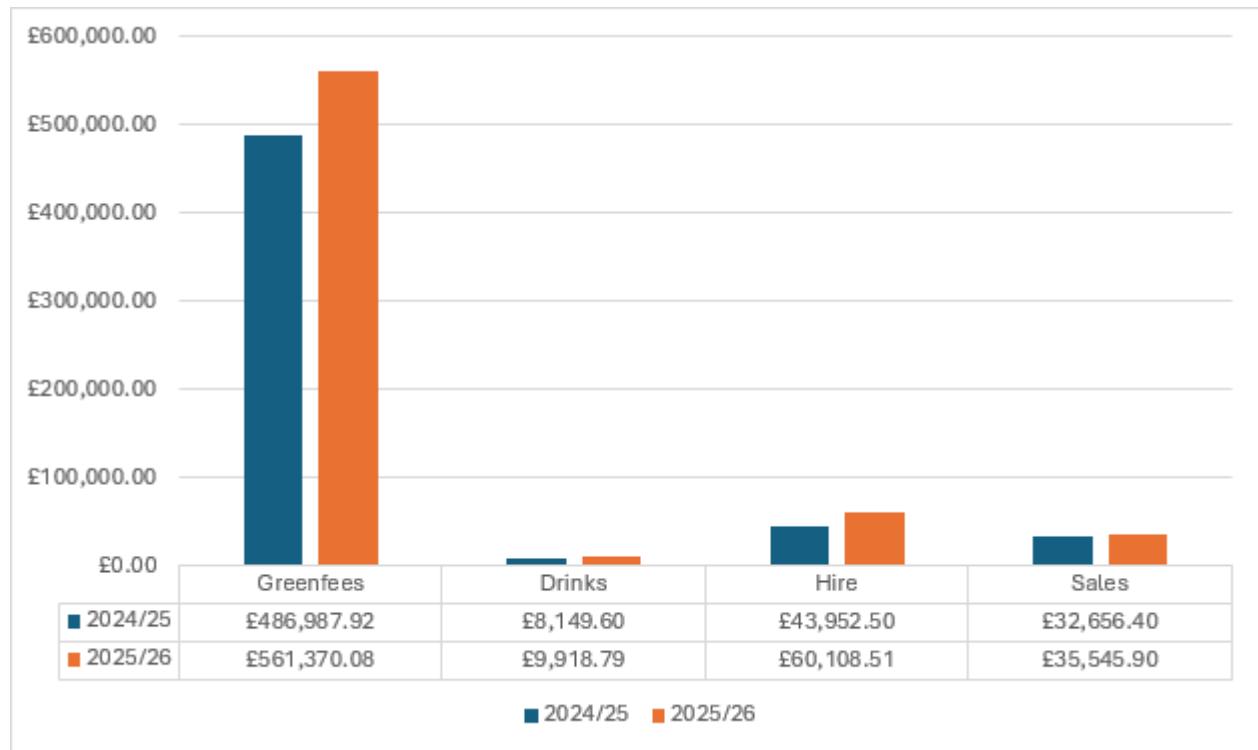
9.2 Targeted learning experiences were delivered for a group of young asylum seekers, in partnership with the City of London Virtual School. Through Forest-based activities, these young people were able to build confidence, connect with nature, and develop social and communication skills within a supportive and inclusive environment. The youth programme engaged a total of 15 young people with special educational needs in creating nature-based table decorations for the Committee

Dinner, and in a bespoke 'caring for the environment' learning session at Epping Forest.

10.0 A resilient environment, where challenges are embraced and opportunities explored

10.1 The plaque sponsorship scheme has secured £19,549 in October- December.

10.2 Income from sales generated by Chingford Golf Course covering April 1st 2025 – December 31st 2025 (Q1-Q3) saw an increase of £95,196.86 (17%) compared to income in the same periods last year.



11.0 Equity, Equality Diversity and Inclusion

11.1 This quarter improvements were made to the easy access trail at High Beach.

11.2 Stiles removed as part of a long-term plan to create least restrictive access across the Forest and Buffer Lands.

11.3 Upgrade made to the surfacing of Gloucester Ride which will improve visitor experience.

11.4 Braille panels added to the Brambly Hedge Trail.

11.5 Staff attendance at Mental Health First Aid training.

11.6 EF contributes to extensive Internal EEDI Action Plan.

12.0 Staff News

12.1 Our administration apprentice completed her two-year placement with a distinction and has been successful in being appointed to a permanent role.

12.2 New starters appointed and having commenced work this period include:

- Three Assistant Forest Keepers
- Events Assistant Apprentice
- Support Services Officer

12.3 Appointments made but yet to start in roles:

- Access and Development Manager
- Conservation Herd Manager
- Arborist

12.4 Advertised and in progress:

- Assistant Forest Keeper (Driver)
- Forest Keeper
- Casual Forest Keepers
- Health and Safety Apprentice
- Digital Content Officer

12.5 Leavers during this period:

- Support Services Officer
- Office Manager
- Conservation Herd Manager
- Arborist

13.0 Volunteers

13.1 Mansion House is hosting an Epping Forest display showcasing an Ancient Beech Tree with interpretation through time. In October volunteers involved in the project were given a tour to see their work on display.

13.2 Ecological monitoring volunteers season drew to a close with a celebration event showcasing results and findings.

13.3 Volunteers decorated the Queen Elizabeth Hunting Lodge with festive foliage in a 'Deck the Halls' floristry event.

13.4 Corporate volunteering launched with opportunities to book into tree planting at Copped Hall and the creation of leaky dams as part of the carbon removals projects.

14.0 Staff Training

14.1 The following training was delivered:

- LLantra tree surveying for Keepers
- Leaky dam building 'Train the Trainer' for Keepers
- Cattle checking training with Keepers and Grazing Team
- Manual Handling (covering approximately 40 employees)
- First Aid at Work
- Forestry training
- Core Safety and Accident and Investigation training was delivered to supervisors, managers and team leaders.

City of London Corporation Committee Report

Committee: Epping Forest and Commons Committee	Dated: 26/1/2026
Subject: Epping Forest Risk Management Update Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Corporate Plan Outcomes: Diverse engaged communities; Vibrant thriving destination; Providing excellent services; Flourishing public spaces; Leading sustainable environment Business enabling functions: Risk Management
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Joanne Hill, Environment Department

Summary

This report provides an overview of the risk management processes in place, including risk governance and the format and frequency of reporting, for the Epping Forest charity (charity number 232990) for which your Committee is responsible.

The report provides Members with assurance that these processes align with the Corporate Risk Management Framework and meet the requirements of the Charities Act 2011. A summary of the current Epping Forest risk register is included within the report, and at Appendix 1.

Recommendation

Members are asked to note:

- This report and the summary of the Epping Forest risk register provided within the report and at Appendix 1.
- The assurance of the Executive Director that all risks held by the Epping Forest charity continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.

Main Report

Background

Corporate Risk Management Framework

1. The City of London's Risk Management Framework incorporates the organisation's Risk Management Policy; the Risk Management Strategy 2024-29; and Risk Management Guidance and Training.
2. The Risk Management Policy outlines the City Corporation's overarching approach and requirements in risk management.
3. The Risk Management Strategy 2024-2029 articulates the City of London Corporation's approach to identifying, mitigating, and managing risk. It ensures that the City Corporation upholds duties, delivers priorities, and supports and aligns with organisational ambitions, including our Corporate Plan 2024-2029 strategic outcomes enabling delivery, continuous improvement and innovation.
4. To support delivery of the Risk Management Strategy 2024-2029, a Corporate Risk Appetite Statement was recently approved by Court of Common Council. This Statement details the City Corporation's approach to taking risk across nine themes and will be used to aid strategic decision making. Initially, this is being applied to Corporate-level risks only, but will, in time, be rolled out to risks at all levels, including charity risks. Further details will be reported to your Committee as they become available.
5. New and emerging risks are identified through several channels, including:
 - Directly by Senior Leadership Teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services. For example, changes to legislation, resource availability, severe weather events.

Risk governance and reporting

6. For each natural environment charity, the responsible Management Committee retains oversight of risk, with officers under their relevant delegated authority in the operational management of the charity having day-to-day responsibility for managing and controlling risk.
7. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
8. The City of London's Risk Management Framework requires each Chief Officer to report regularly to Committees on the risks faced by their department.

9. Your Committee, on behalf of the City Corporation as Trustee, reviews the risks faced by the Epping Forest charity on a quarterly basis to gain assurance that risks are being identified and managed effectively. This reporting frequency aligns with the City of London's Risk Management Framework and exceeds the requirements of the Charity Commission.
10. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception.

Current Position

Epping Forest Risks

11. The Executive Director Environment assures your Committee that all risks held by the Epping Forest charity continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
12. The Epping Forest Risk Register contains 13 risks (four RED and nine AMBER), owned and managed by the Assistant Director, Epping Forest and her management team. Since the last report to your Committee, all risks have been reviewed and updated as necessary; none of the risk scores have changed.
13. The four highest risks (rated Red) are well-controlled with actions in place to reduce the scores over time. They are receiving the close attention of the Assistant Director and her management team; more detail is provided below:
 - a. **ENV-NE-EF 017 Tree event or failure (Red 24, Possible/Extreme).** The risk was originally scored at this high level due to a backlog of works to trees which had been identified during the annual tree surveys. Since then, the survey results have been reprioritised and a scheme of works specified to address them. This will resolve the backlog of works by early 2026, using existing resources. This risk is otherwise actively managed with regular inspections of trees as well as a Severe Weather Protocol which is implemented in the event of large storms/high winds. Once the backlog of tree works is cleared, the risk score will be reassessed and reduced if appropriate.
 - b. **ENV-NE-EF 018 Deterioration of Wanstead Park Reservoirs (Red 24, Possible/Extreme).** This risk is actively managed by colleagues in the Environment Department's Engineering Team and in liaison with City Surveyor's Department. Detailed designs for dam strengthening works and the reinstatement of the up-cascade pumping system are being progressed. However, procurement for the project is on hold pending the outcome of the Panel Engineer inspection which is due in April 2026. The target date to reduce the risk has been extended to November 2026 to reflect the current situation. Further updates will be reported to this Committee as they become available.
 - c. **ENV-NE-EF 006 Failure of raised reservoirs (Red 16, Unlikely/Extreme).** This risk is scored as unlikely to occur, with an extreme impact. Officers are liaising

closely with the Environment Department's Engineering Team. Local officers inspect all reservoirs/dams on a weekly basis, and the Reservoir Engineer carries out six-monthly inspections, which control the likelihood of the risk occurring. As works on ponds, reservoirs and culverts are completed, the risk score will be reviewed with the aim of reducing the likelihood rating to 'rare', however, the impact will remain 'extreme'.

d. **ENV-NE-EF 008 Negative impacts from pests or diseases (Red 16, Likely/Major).** This risk is rated as 'likely' to occur with a 'major' impact. The risk is managed effectively by experienced officers as part of their day-to-day duties. Monitoring is undertaken on an ongoing basis and each new pest or disease identified is dealt with according to the guidance of the appropriate lead body. Officers are working with colleagues in the Environment Department's Environmental Resilience Team and the other Natural Environment sites, to develop a division-wide approach to INNS, pests and pathogens. The aim is to reduce the likelihood of the risk to 'possible' but this is a long-term target due to the ongoing presence of pests and diseases.

14. The nine Amber risks are all being managed effectively as part of day-to-day operations. Risk owners monitor each risk, remaining aware of any changes or factors that could affect it, either positively or negatively, and identify any new opportunities to better control each one.

15. Three of the Amber risks are being managed with the aim of reducing the likelihood or impact ratings, and officers are undertaking a range of appropriate actions to achieve the target scores. Full details of mitigating actions are presented to your Committee every six months in detailed risk management update reports.

- **ENV-NE-EF 004: Decline in condition of built assets and infrastructure**
Current risk score: Amber 12 (Possible/Major)
- **ENV-NE-EF 019: Decline in condition of heritage assets**
Current risk score: Amber 12 (Possible/Major)
- **ENV-NE-EF 016: Budget pressures**
Current risk score: Amber 12 (Possible/Major)

16. The remaining six Amber risks, listed below, are 'accepted' with actions in place to maintain them at their current score. These risks have been reduced to the lowest level possible at present, but officers remain aware of changes and opportunities which could enable a further reduction.

- **ENV-NE-EF 010: Negative impacts of development and encroachment**
Current risk score: Amber 12 (Possible/Major)
- **ENV-NE-EF 015: Impacts of anti-social behaviour on staff and site**
Current risk score: Amber 12 (Possible/Major)
- **ENV-NE-EF 003: Risk for health and safety**
Current risk score: Amber 8 (Unlikely/Major)
- **ENV-NE-EF 005: Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) condition**
Current risk score: Amber 8 (Unlikely/Major)

- **ENV-NE-EF 009: Adverse impacts of extreme weather and climate change**
Current risk score: Amber 8 (Likely/Serious)
- **ENV-NE-EF 020: Security of site, staff and the public**
Current risk score: Amber 8 (Unlikely/Major)

Corporate and Strategic Implications

17. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
18. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan 2024-29, our Departmental high-level Business Plan, charity business plans, the Natural Environment Division's core strategies, and relevant corporate strategies, including, but not limited to, the Climate Action; Cultural; Sport; and Volunteering Strategies.
19. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

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

Appendices

- Appendix 1 – Epping Forest Summary Risk Register and City of London Corporation Risk Matrix

Contact

Joanne Hill, Business Planning and Compliance Manager, Environment Department
 T: 020 7332 1301 E: Joanne.Hill@cityoflondon.gov.uk

This page is intentionally left blank



ENV NE - Epping Forest Risk Register

Report Type: Risks Report
 Generated on: 30 December 2025

Rows are sorted by Risk Score

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
ENV-NE-EF 017	Tree event or failure	Possible	Extreme	24	Red	23-Dec-2025	8	31-Mar-2026	Constant	Reduce
ENV-NE-EF 018	Deterioration of Wanstead Park Reservoirs	Possible	Extreme	24	Red	23-Dec-2025	8	30-Nov-2026	Constant	Reduce
ENV-NE-EF 006	Failure of raised reservoirs	Unlikely	Extreme	16	Red	23-Dec-2025	8	31-Oct-2026	Constant	Reduce
ENV-NE-EF 008	Negative impacts from pests and diseases	Likely	Major	16	Red	23-Dec-2025	12	31-Dec-2026	Constant	Reduce
ENV-NE-EF 004	Decline in condition of built assets and infrastructure	Possible	Major	12	Amber	23-Dec-2025	8	31-Mar-2026	Constant	Reduce
ENV-NE-EF 010	Negative impacts of development and encroachment	Possible	Major	12	Amber	23-Dec-2025	12	31-Mar-2026	Constant	Accept
ENV-NE-EF 015	Impacts of anti-social behaviour on staff and site	Possible	Major	12	Amber	23-Dec-2025	12	31-Mar-2026	Constant	Accept

Appendix 1

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
ENV-NE-EF 016	Budget pressures	Possible	Major	12	Amber	23-Dec-2025	8	30-Sep-2026	Constant	Reduce
ENV-NE-EF 019	Decline in condition of heritage assets	Possible	Major	12	Amber	23-Dec-2025	8	31-Dec-2026	Constant	Reduce
ENV-NE-EF 003	Risk for health and safety	Unlikely	Major	8	Amber	23-Dec-2025	8	31-Mar-2026	Constant	Accept
ENV-NE-EF 005	Declining Site of Special Scientific Interest (SSSI) condition and Special Area of Conservation (SAC) Favourable Conservation Status	Unlikely	Major	8	Amber	23-Dec-2025	8	31-Mar-2026	Constant	Accept
ENV-NE-EF 009	Adverse impacts of extreme weather and climate change	Likely	Serious	8	Amber	23-Dec-2025	8	31-Mar-2026	Constant	Accept
ENV-NE-EF 020	Security of site, staff and the public	Unlikely	Major	8	Amber	23-Dec-2025	8	31-Mar-2026	Constant	Accept

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Manager for further information.

May 2021

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Epping Forest and Commons Committee	Dated: 26/01/2026
Subject: Operational Finance Progress Report - Quarter 2 (September 2025) 2025/26 – Epping Forest	Public report: For Information
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Chamberlain
Report author:	Clem Harcourt, Chamberlain's Department

Summary

This report provides an update on the operational finance position for Quarter 2 for 2025/26 for Epping Forest charity (charity registration no: 232990). This includes the charity's revenue budget to date to the end of September 2025 and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds held and other relevant finance information for Epping Forest charity.

As part of the ongoing Charity Review, future training sessions will also be designed for both Members and Officers on key aspects of charity finance.

Recommendation(s)

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. For additional context, various financial appendices and commentary have been produced to enable greater clarity of revenue budgets and other financial information needed to allow greater scrutiny of the financial performance of the Epping Forest charity (charity registration no: 232990) as well as to provide assurance that the Executive Director Environment remains within her local risk resources for 2025/26.
2. To ensure your Committee is kept informed, an update on progress made against budgets as well as other financial matters will be reported to you on a periodic (quarterly) basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance to them.
3. Please be advised that in the report below, income and favourable budget variances are represented by brackets, whereas figures without brackets indicate expenditure or adverse budget variances in line with the convention used across the Financial Services Division. Members should also note that generally only budget variances above £50k have been commented on in the report and in Appendix 1.

Revenue Operating Budget – 2025/26

4. The budget for Epping Forest for 2025/26 amounts to £8.426m net expenditure. Actual net expenditure as at September 2025 amounted to £2.65m with a current forecast outturn for 2025/26 of £8.416m net expenditure. This amounts to a projected net underspend for 2025/26 of (£10k), equivalent to 0.12% of the total net expenditure budget.
5. A summary of the revenue budget position for 2025/26 is shown in Table 1 below, with further detailed information provided in Appendix 1, including reasons for significant budget variances. Information has also been presented in a way that distinguishes between expenditure and income budgets in line with best practice for the financial reporting of charities. Please note that the information presented below comprises operating revenue budgets (local and central risk) as well as budgets for recharges and support services and repairs and maintenance budgets managed by the City Surveyor.

Table 1 – Revenue Operating Budget Summary – 2025/26 – Epping Forest

	Budget £'000s	Actual – Sep 2025 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	11,508	4,224	11,691	183	1.59
Gross Income	(3,082)	(1,574)	(3,275)	(193)	(6.26)
Net Expenditure	8,426	2,650	8,416	(10)	(0.12)

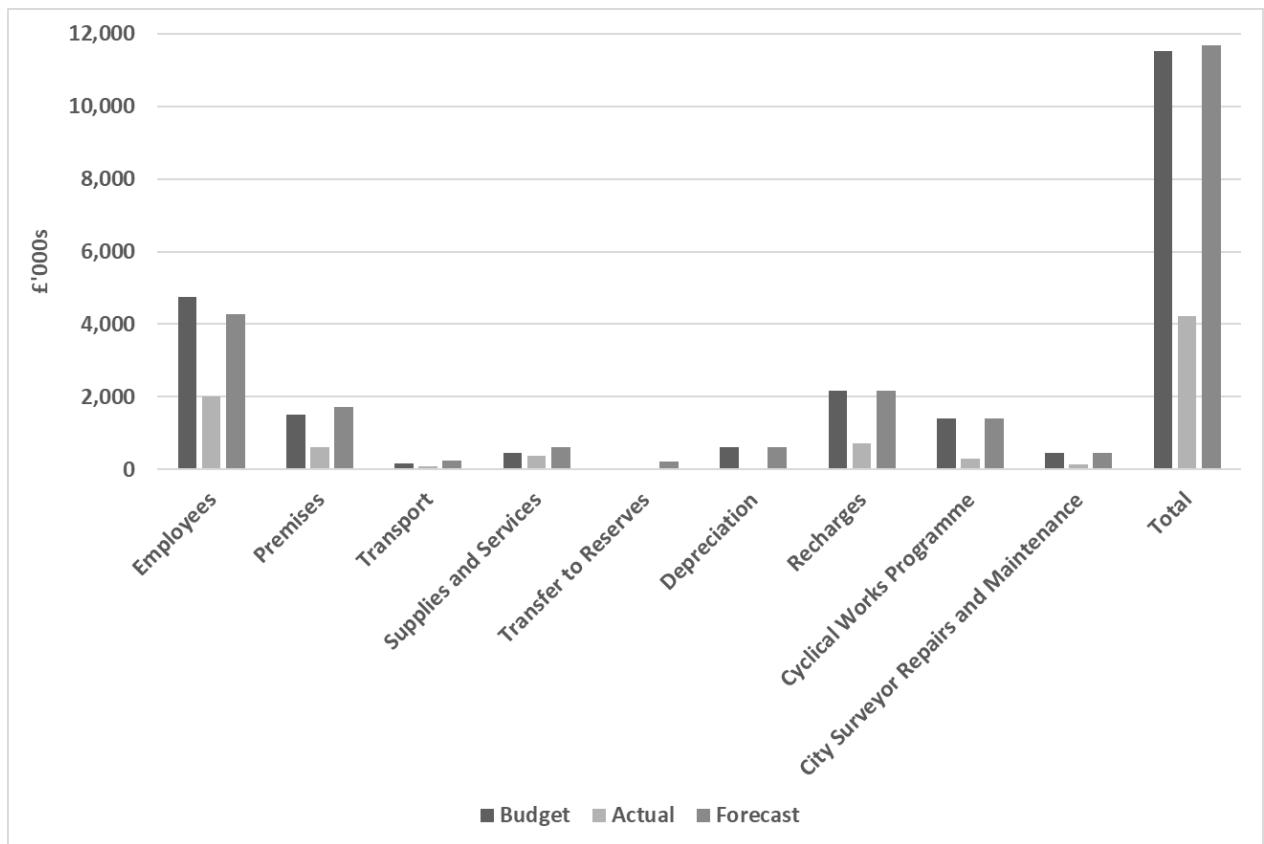
6. As can be seen from the table above, Epping Forest are currently forecasting a total net underspend of (£10k) compared with the total net expenditure budget for 2025/26. The underspend can be attributed to a (£10k) underspend on the charity's central risk budget as shown in Appendix 1.

7. The major budget variances for Epping Forest for 2025/26 are set out below and are explained further in Appendix 1:
 - (£476k) forecasted underspend on salaries as a result of a number of staffing vacancies at Epping Forest which have not yet been filled as at September 2025;
 - £200k forecasted overspend on grounds maintenance largely explained by additional works undertaken in 2025/26 with some of these works being funded from monies from the Strategic Access Management and Monitoring Strategy (SAMMS);
 - £65k additional expenditure incurred on fees and services with additional costs expected on arborist surveys and consultancy costs required for the visitor management survey; and
 - £60k overspend forecast on repairs and maintenance costs required to service vehicles at Epping Forest.
8. In addition, Members should note that as at September 2025, the charity was forecasting a £192k surplus on its local risk budget for 2024/25. This has largely arisen as a result of the projected underspend on staffing costs noted above. This surplus is due to be transferred to the charity's unrestricted (free) reserves in line with changes to the charity's funding model from 2025/26, resulting in the charity's local risk budget being within budget overall. The actual amount to transfer to the charity's unrestricted reserves will be kept under review for the remainder of the financial year.

Expenditure

9. As at September 2025, total gross expenditure for Epping Forest amounted to £4.224m. This represents 36.70% of the total gross expenditure budget for 2025/26 of £11.508m.
10. For 2025/26, the charity are currently forecasting total gross expenditure of £11.691m amounting to an overspend on expenditure of £183k, 1.59%, compared with the total gross expenditure budget for 2025/26 of £11.508m.
11. Graph 1 below provides a summary of the different categories of expenditure incurred to September 2025 along with current forecasts for 2025/26.

Graph 1 – Expenditure Categories – Epping Forest – 2025/26



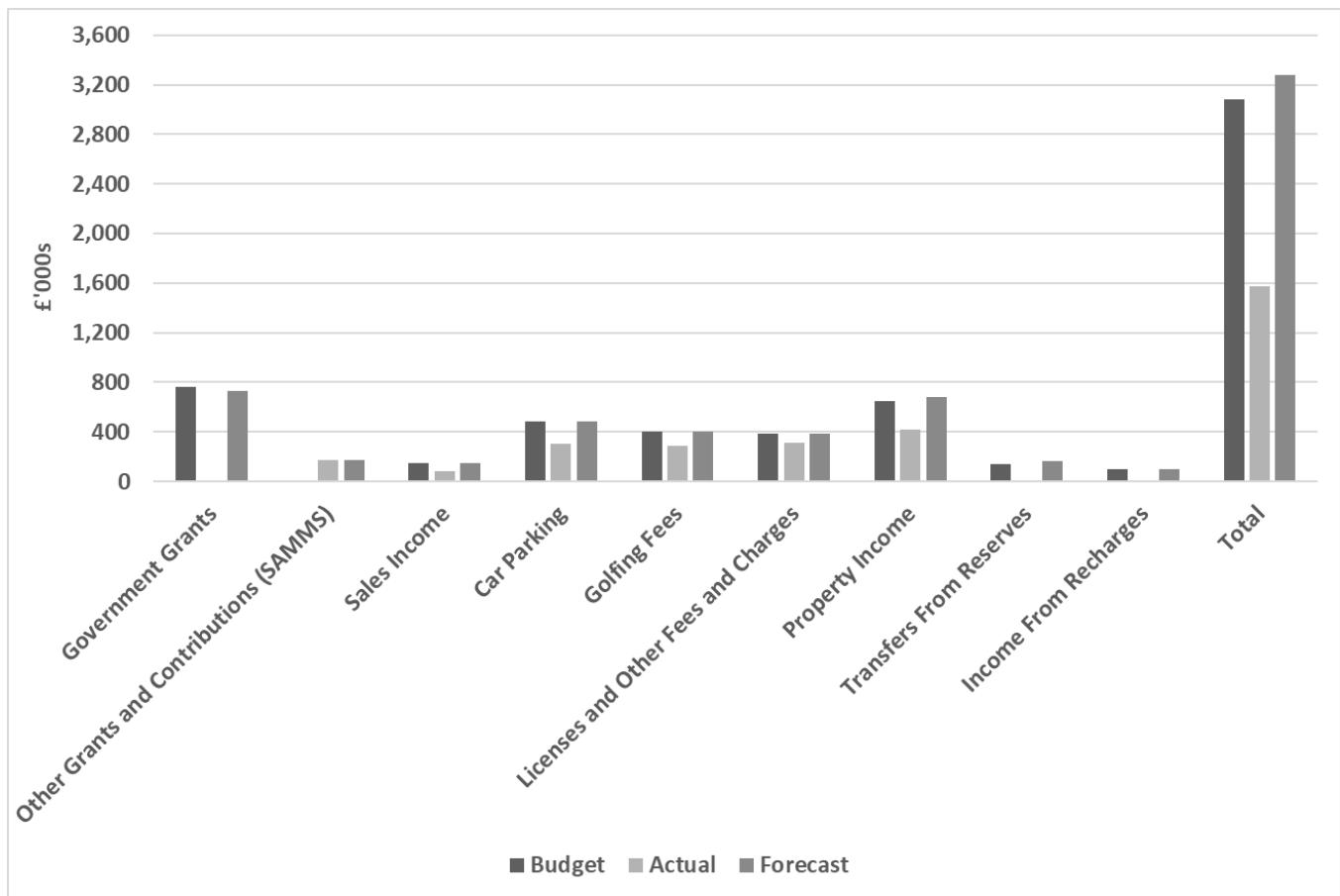
Income

12. As at September 2025, total gross income for Epping Forest amounted to (£1.574m). This represents 51.07% of the charity's total gross income budget for 2025/26 of (£3.082m).

13. For 2025/26, the charity are currently forecasting total gross income of (£3.275m), amounting to an increase in gross income of (£193k), (6.26%), compared with the gross income budget of (£3.082m).

14. Graph 2 below provides a summary of the different categories of income received to September 2025 along with current forecasts for 2025/26.

Graph 2 – Income Categories – Epping Forest – 2025/26



Capital Projects

15. Appendix 2 outlines the current list of live capital projects for the charity in progress against their currently approved budget. It should be noted that the “current approved budget” is the amount currently agreed by Committee to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
16. Out of a current approved budget of £5.749m, £2.793m has been spent or committed to date, leaving a remaining budget of £2.956m to progress the various projects to the next project gateway, release of further capital funds or completion.

Outstanding Debts

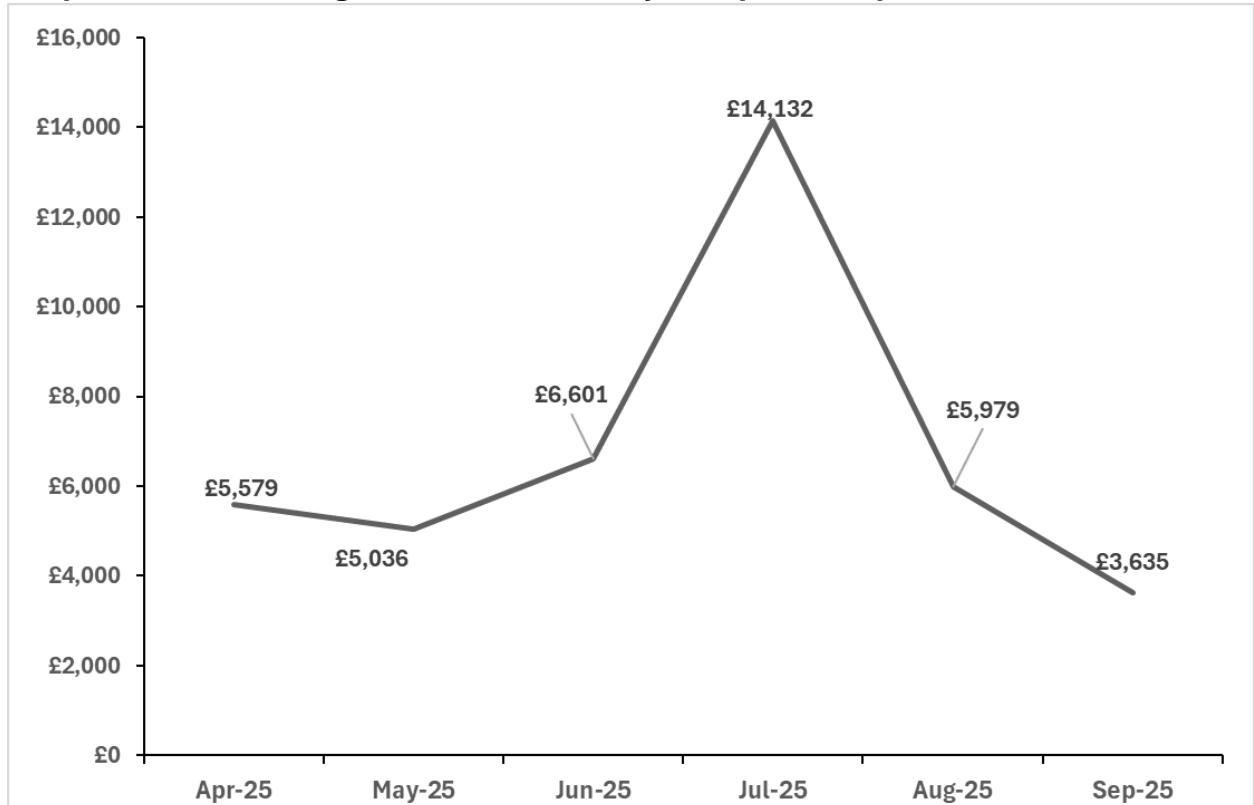
17. At the end of September 2025, total outstanding debts for Epping Forest was £67,705. A breakdown of the charity’s debts by age bracket is provided in Table 2 below:

Table 2 – Outstanding Debt Arrears Age Profile – Epping Forest

Age of Debt	Debt Arrears (£)	% of Total Debts
0-30 Days	64,095	94.67
31-60 Days	(20)	(0.03)
61-90 Days	879	1.30
91-120 Days	(884)	(1.31)
121-365 Days	168	0.25
365+ Days	3,467	5.12
Total	67,705	100.00

18. As part of a previous best value review into outstanding debts, the maximum age of debt set by the Chamberlain to fully recover outstanding sums was set at 120 days. During this period, automatic debt reminder letters, physical debt chasing of customers and liaison with Comptrollers & City Solicitors takes place to ensure debts are resolved within the corporately agreed debt repayment terms. Graph 3 below sets out the trend of the charity's outstanding debts over 120 days over the previous six-month period. As can be seen from the graph, debts over 120 days amounted to £3,635 in September 2025, a reduction of £2,344 (39.20%) compared with August 2025 and a decrease of £1,944 (34.84%) over the previous six-month period. Please note that the increase in debts over 120 days for July 2025 related to an outstanding property invoice which was subsequently cleared in the following month.

Graph 3 – Outstanding Debts Over 120 Days – April to September 2025



19. Members should note that outstanding debts over 120 days at Epping Forest largely consist of historical wayleaves such as mortgages which are currently

being reviewed. Please also note that provisions for these debts are currently held in the event that there is a requirement for the debts to be written off.

Charity Funds (Restricted, Unrestricted and Designated)

20. Appendix 3 lists the various restricted, unrestricted and designated funds held by Epping Forest. It details the opening balance for 2025/26 and any movements in the current financial year to date. Appendix 3 also provides a definition for each type of charity reserve fund.
21. A summary of the current balances held by the charity for each type of reserve fund and movements in the reserves in 2025/26 is also shown below in Table 3:

Table 3 – Epping Forest Reserve Funds Summary – September 2025

	Restricted	Unrestricted	Designated	Total
	£'000s	£'000s	£'000s	£'000s
Opening Balance	1,896	572	7,653	10,121
Income	0	0	24	24
Expenditure	338	0	25	363
Current Balance	1,558	572	7,652	9,782

22. Members should note that the primary movements in the charity's reserve funds in 2025/26 to date relate to expenditure incurred on Epping Forest's restricted funds. This includes grounds maintenance works funded by the charity's SAMMS reserve as well as expenditure incurred on works in relation to major habitat restoration and veteran tree management which is funded by the charity's reserve for Countryside Stewardship Scheme (CSS) grant monies.
23. The other area of expenditure funded from Epping Forest reserve funds during 2025/26 to date relates to the purchase of equipment which is being funded by the charity's designated fund for golf course machinery.

Contributions from City's Estate

24. Prior to 2025/26, the funding model for the charity was for Epping Forest's total net expenditure to be fully funded from City's Estate, including the cost of any capital expenditure incurred during the year as well any works managed by the City Surveyor under the Cyclical Works Programme (CWP) carried out over the year. Any changes to the amount of expenditure incurred or income generated over the course of the year will have an impact on the overall contribution required by the charity at year end. The total contribution is therefore calculated based on the actual total net running costs for the year in addition to any capital expenditure and CWP costs incurred.

25. Members should note that for 2025/26, Epping Forest has moved to a grant funded model on its operational (local risk) budget with other elements of the charity's budgets continuing to be deficit funded for the time being.

26. The table below details the actual level of contribution provided from City's Estate to Epping Forest for the previous four financial years along with the current forecast projected for 2025/26. The table is broken down according to the different elements comprising the charity's contribution from City's Estate.

Table 4 – Contributions from City's Estate – 2021/22 to 2025/26 – Epping Forest Charity

Epping Forest	2021/22	2022/23	2023/24	2024/25	2025/26 (Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure	6,871	7,308	8,154	9,170	9,478
Cyclical Works Expenditure	480	293	199	1,035	1,395
Capital Expenditure	57	197	778	985	2,346
Gross Income	2,737	3,310	2,455	3,134	3,009
Total Contribution from City of London - Epping Forest	4,527	4,879	6,573	8,400	10,210

27. As seen from the table above, there was an increase for 2024/25 in the total contribution from City's Estate to the charity of £1.827m (27.80%) compared with the previous financial year. This increase can be attributed to increased expenditure on CWP projects to meet the backlog of works for projects falling under the CWP with expenditure incurred on a range of projects in 2024/25. This increase was in addition to extra costs being incurred on salaries following pay rises to staff and vacancies being filled as well as an increase in expenditure on repairs and maintenance and recharges from corporate departments.

28. Table 4 also illustrates the increased contribution projected to be provided to the charity from City's Estate for 2025/26. The contribution is currently forecast to increase by £1.81m (21.55%) compared with the total contribution for 2024/25. This increase is explained by extra capital expenditure forecast for Epping Forest in 2025/26 on a range of capital projects currently being undertaken with further details on these projects listed in Appendix 2. The increase is on top of additional expenditure forecast to be incurred in 2025/26 on works falling under CWP projects managed by the City Surveyor as part of the backlog of CWP works.

Corporate & Strategic Implications

Strategic implications – none

Financial implications – none

Resource implications – none

Legal implications – none

Risk implications – none

Equalities implications – none

Climate implications – none

Security implications – none

Conclusion

29. This report provides an update on the operational finance position for Quarter 2 for 2025/26 for Epping Forest on a range of financial related matters to the end of September 2025.

Appendices

Appendix 1 – Epping Forest Revenue Budget Summary – 2025/26

Appendix 2 – Epping Forest Capital Projects 2025/26 – Quarter 2

Appendix 3 – Charity Funds (Restricted, Unrestricted and Designated) - Epping Forest

Clem Harcourt

Finance Business Partner (Natural Environment)

T: 020 7332 1363

E: clem.harcourt@cityoflondon.gov.uk

This page is intentionally left blank

FY 2024/25 Actuals £	EPPING FOREST	Budget 2025/26 £	Actual to Date £	Projected Outturn 2025/26 £	Variance from Budget		1
					£	%	
3,403,805	Direct Employees	4,726,000	1,986,525	4,250,000	(476,000)	-10%	1
34,274	Indirect Employees	25,000	19,456	30,000	5,000	20%	
160,265	Repairs and Maintenance	142,000	1,526	122,000	(20,000)	-14%	
107,145	Energy Costs	138,000	17,060	138,000	0	0%	
120,073	Rates/Council Tax	118,000	133,394	135,000	17,000	14%	
51,872	Water Services	31,000	40,210	55,000	24,000	77%	
84,263	Cleaning and Domestic Supplies	92,000	43,325	92,000	0	0%	
446,217	Grounds Maintenance Costs (CSS)	821,000	114,856	821,000	0	0%	
277,562	Grounds Maintenance Costs (Other)	158,000	254,525	358,000	200,000	127%	2
1,247,395	Premises	1,500,000	604,895	1,721,000	221,000	15%	
75,022	Vehicle Purchase	50,000	32,712	50,000	0	0%	
127,339	Vehicle R&M	70,000	35,181	130,000	60,000	86%	3
51,968	Vehicle Running Costs	41,000	15,861	50,000	9,000	22%	
300	Hired Transport	2,000	0	2,000	0	0%	
1,580	Staff Travelling Expenses	2,000	376	2,000	0	0%	
11,449	Car Allowances	5,000	5,625	10,000	5,000	100%	
267,657	Transport	170,000	89,755	244,000	74,000	44%	
496,200	Equipment, Furniture and Materials	312,000	213,250	312,000	0	0%	
6,759	Books	7,000	5,157	7,000	0	0%	
11,778	Animals and Livestock	17,000	1,397	17,000	0	0%	
818	Provisions and Catering	0	889	1,000	1,000	n/a	
12,870	Clothes, Uniform and Laundry	8,000	9,469	15,000	7,000	88%	
30,012	Printing, Stationery and General Office Expenses	22,000	19,486	50,000	28,000	127%	
166,574	Fees and Services	55,000	67,615	120,000	65,000	118%	4
79,638	Communications and Computing	41,000	54,356	60,000	19,000	46%	
5,843	Expenses	2,000	2,205	2,000	0	0%	
7,162	Grants and Subscriptions	2,000	3,251	7,000	5,000	250%	
1,346	Miscellaneous Expenses	1,000	529	1,000	0	0%	
2,067	Contributions to Provisions	0	0	0	0	0%	
27,257	Film Liaison Staff Costs	0	0	0	0	0%	
848,322	Supplies and Services	467,000	377,603	592,000	125,000	27%	
1,704,523	Transfer to Reserve	0	0	211,000	211,000	n/a	5
246	Third Party Payments	0	2,750	3,000	3,000	n/a	
7,506,223	Total Expenditure	6,888,000	3,080,984	7,051,000	163,000	2%	
(659,471)	Government Grants	(764,000)	(4,999)	(734,000)	30,000	4%	
(819,149)	Other Contributions (e.g. SAMMS)	(3,000)	(141,161)	(141,000)	(138,000)	-4600%	6
(3,199)	Non-Government Grants	0	(29,925)	(30,000)	(30,000)	n/a	
(131,029)	Sales	(146,000)	(82,212)	(146,000)	0	0%	
(500,121)	Car Parking	(485,000)	(300,356)	(485,000)	0	0%	
(457,477)	Golf Green Fees	(406,000)	(284,033)	(406,000)	0	0%	
(262,893)	Licenses	(199,000)	(28,967)	(199,000)	0	0%	
(121,182)	Facility Charges	(96,000)	(5,840)	(96,000)	0	0%	
(59,492)	Other Fees and Charges	(75,000)	(280,867)	(75,000)	0	0%	
(631,674)	Rents, tithes, etc	(649,000)	(407,508)	(649,000)	0	0%	
0	Recharges to Capital Projects	(49,000)	0	0	49,000	100%	
(274,820)	Transfer from Reserves	(92,000)	0	(166,000)	(74,000)	-80%	
(3,920,507)	Income	(2,964,000)	(1,565,867)	(3,127,000)	(163,000)	-5%	7
3,585,716	Total Net Expenditure - Local Risk	3,924,000	1,515,117	3,924,000	0	0%	

34,497	Central Risk					
299	Employees	0	0	0	0	0%
21,836	Premises	0	0	0	0	0%
517,326	Supplies and Services	0	527	20,000	20,000	n/a
987,233	Depreciation	607,000	0	607,000	0	0%
	Transfer to Reserves	0	0	0	0	0%
1,561,191	Total Expenditure	607,000	527	627,000	20,000	3%
(2,808)		0	0	0	0	0%
(985,429)	Government Grants	0	0	0	0	0%
(32,000)	Other Grants, Reimbursements and Contributions	0	0	0	0	0%
(21,199)	Customer, Client Receipts	0	(8,364)	(30,000)	(30,000)	n/a
(1,804)	Investment Income	(18,000)	682	(18,000)	0	0%
	Transfer from Reserves	0	0	0	0	0%
(1,043,240)	Total Income	(18,000)	(7,682)	(48,000)	(30,000)	-167%
517,951	Total Net Expenditure - Central Risk	589,000	(7,155)	579,000	(10,000)	-2%

	Recharges					
	Support Services					
548,000	Support Services	633,000	318,000	633,000	0	0%
371,000	Surveyors' Employee Recharge	307,000	156,000	307,000	0	0%
330,000	IT Recharge	367,000	186,000	367,000	0	0%
38,763	Premises Insurance	35,000	31,835	35,000	0	0%
15,701	Transport Insurance	11,000	3,958	11,000	0	0%
42,095	Liability Insurance	34,000	10,419	34,000	0	0%
1,345,559	Total Support Services	1,387,000	706,212	1,387,000	0	0%
966,359	Directorate Recharges	761,000	0	761,000	0	0%
25,368	Structural Maintenance Recharges	19,000	0	19,000	0	0%
2,337,286	Total Expenditure	2,167,000	706,212	2,167,000	0	0%
(38,000)	Corporate and Democratic Core	(38,000)	0	(38,000)	0	0%
(31,150)	Woodredon and Warlies Recharges	(62,000)	0	(62,000)	0	0%
(69,150)	Total Income	(100,000)	0	(100,000)	0	0%
2,268,136	Total Net Expenditure - Recharges	2,067,000	706,212	2,067,000	0	0%

1,035,172	Cyclical Works Programme	1,395,000	290,861	1,395,000	0	0%
398,989	Surveyor's Local Risk - Repairs and Maintenance	384,000	126,926	384,000	0	0%
57,734	Surveyor's Local Risk - Cleaning	67,000	18,266	67,000	0	0%
1,491,895	Total City Surveyor	1,846,000	436,053	1,846,000	0	0%

7,863,697	Total Net Expenditure	8,426,000	2,650,227	8,416,000	(10,000)	0%
------------------	------------------------------	------------------	------------------	------------------	-----------------	-----------

Notes:

- 1 Projected underspend on salaries due to a number of vacant roles which have yet to be recruited to.
- 2 Additional grounds maintenance costs incurred due to works undertaken such as path works which are being funded from SAMMS monies.
- 3 Increased vehicle repair costs required to service older vehicles which require additional maintenance.
- 4 Projected overspend relates to additional costs incurred on arborist surveys and consultancy costs for the visitor management strategy. Under the new funding model, the underspend on the local risk budget will be transferred to the charity's unrestricted reserves which is currently forecast to amount to £192k for 2025/26. This is in addition to a £19k surplus forecast to be transferred to reserve for the grazing 5 account.
- Income received relates to SAMMS contributions from local authorities which will be transferred to the charity's restricted reserves at year-6 end.
- Transfers from reserves includes £92k to fund costs on the Countryside Stewardship Scheme, £64k forecasted transfer from reserves for 7 SAMMS expenditure, £6k from Knighton Wood designated fund and £4k from Future Green Infrastructure Fund.

Epping Forest Capital Projects - 2025/26 - Quarter 2

Capital Projects by Charity	Total Estimated Cost of Project	Current Approved Budget	Prior Year Actual Spend	In Year Actual Expenditure	In Year Committed Expenditure	Current Approved Budget Unspent
		£'s	£'s	£'s	£'s	£'s
<u>Epping Forest</u>						
Epping Forest Various Sites - BEMS Upgrade Phase 2	221,000	138,978	20,000	0	25,603	93,375
Wanstead Park Ponds Project	743,000	444,933	2,699	0	0	442,234
Baldwins & Birch Hall Park Ponds	1,514,000	440,600	238,975	0	1,543	200,082
Climate Action Strategy - Carbon Removals Phase 2	302,000	520,000	239,547	0	12,819	267,634
Climate Action Strategy - Carbon Removals Phase 3	459,388	750,000	209,416	188,559	61,413	290,612
Climate Action Strategy - Carbon Removals Phase 4	298,400	298,400	1,080	0	62,313	235,008
Deer Control - Year 5	83,000	83,000	10,693	0	0	72,307
Great Gregories Yard - Future Proofing Building	388,993	393,494	388,993	0	0	4,501
Rookery Wood Reservoir Remedial Works	122,000	122,000	0	0	0	122,000
Epping Forest Window Replacements (Cyclical Works Programme)	207,000	207,000	0	0	0	207,000
Epping Forest High Voltage Works (Cyclical Works Programme)	325,000	325,000	0	71,408	22,215	231,377
Epping Forest Roof Works (Cyclical Works Programme)	758,000	758,000	0	596,000	0	162,000
Great Gregories Farm - Electrical Housing Replacement (Cyclical Works Programme)	54,410	60,000	43,068	11,341	0	5,590
Wanstead Flats - Landscaping Jubilee Pond (Cyclical Works Programme)	145,000	145,000	0	0	0	145,000
The Warren - Carbon Reduction Measures (Climate Action Strategy)	462,612	462,612	0	90,003	0	372,609
The Grotto Restoration (Cyclical Works Programme)	600,000	600,000	0	215,102	280,186	104,713
Total - Epping Forest	6,683,802	5,749,017	1,154,472	1,172,412	466,091	2,956,042

This page is intentionally left blank

Charity Funds (Restricted, Unrestricted and Designated) - Quarter 2 2025/26

	Opening Balance 2025/26 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Current Balance 2025/26 £'s
Epping Forest					
Restricted Funds:					
Campaign Donations	1,060				1,060
Countryside Stewardship Scheme	595,883		132,808		463,075
Strategic Access Management and Monitoring Strategy (SAMMS)	1,299,316		205,160		1,094,156
	1,896,259	0	337,968	0	1,558,291
Unrestricted Funds:					
Unrestricted Funds	572,468	15			572,483
	572,468	15	0	0	572,483
Designated (Unrestricted Fund):					
Tangible Fixed Assets (Land & Buildings, Infrastructure, Vehicle & Plant, and Equipment)	5,588,752				5,588,752
Heritage Assets	376,029				376,029
Epping Forest Fund Reserve (Capital Fund)	1,314,206				1,314,206
Ancient Trees Maintenance Fund	15,000				15,000
Golf Course Machinery Fund	105,178		19,370		85,808
Knifton Wood Maintenance	5,801				5,801
Future Green Infrastructure fund	3,911				3,911
Cattle Purchase Fund (Grazing Account)	143,763	24,402	5,680		162,485
Wanstead Park/ Flats future Projects fund	100,000				100,000
	7,652,640	24,402	25,050	0	7,651,992
Total Epping Forest	10,121,367	24,416	363,017	0	9,782,766

Note:

The various sub-totals shown above should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.

There are various types of funds held which have different rules as to how they can be spent and time periods held. These are categorised in the following way:

Restricted Fund - funds have been given to the charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds, they should be spent within a reasonable period of time.

Unrestricted Fund - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Estate funded charities, the model means that no such minimum can be identified, as at year end the difference between income and expenditure is currently balanced by the deficit funding grant from City's Estate.

Designated (Unrestricted Fund) - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.

This page is intentionally left blank

Agenda Item 19

EF&CC DIARY 2026 — Updated December 08/01/26

EF&CC Meetings

26/01/26		Guildhall, London	Epping Forest & Commons Committee
24/03/26		Guildhall, London	Epping Forest & Commons Committee
29/06/26		Guildhall, London	Epping Forest & Commons Committee
02/11/26		Guildhall, London	Epping Forest & Commons Committee

EF&CC External Events

19/05/2026	6.00-8.00pm	Churchill Rooms, House of Lords	Parliamentary Reception
NOVEMBER TBC	7.00-9.00pm	The Warren, Loughton, IG10 4RW / Online	Epping Forest Consultative Group AGM

Oversight Groups

23/02/26		The Warren, Loughton, IG10 4RW	Epping Forest 150 th Celebrations (EF)
20/04/26		The Warren, Loughton, IG10 4RW	Epping Forest 150 th Celebrations (EF)
29/07/26		The Warren, Loughton, IG10 4RW	Epping Forest 150 th Celebrations (EF)
28/10/26		The Warren, Loughton, IG10 4RW	Epping Forest 150 th Celebrations (EF)
27/05/26		The Warren, Loughton, IG10 4RW	Engagement and Accessibility (EF)
23/09/26		The Warren, Loughton, IG10 4RW	Engagement and Accessibility (EF)
16/12/26		The Warren, Loughton, IG10 4RW	Engagement and Accessibility (EF)
16/01/26		The Warren, Loughton, IG10 4RW	Nature Resilience and Landscape (EF)
24/06/26		The Warren, Loughton, IG10 4RW	Nature Resilience and Landscape (EF)
25/11/26		The Warren, Loughton, IG10 4RW	Nature Resilience and Landscape (EF)
		Guildhall?	Nature Resilience and Landscape (The Commons)
		Guildhall?	Nature Resilience and Landscape (The Commons)
		Guildhall?	Nature Resilience and Landscape (The Commons)

Future Engagement and Volunteering Events

1 January – 31 January		Epping Forest Visitor Centre at Chingford	Exhibition – Bedford House Print Group
1 January – 31 January		Epping Forest Visitor Centre at Chingford	Exhibition – Epping Forest calendar photography exhibition
7 January – 28 February	9.30am	Copped Hall	Epping Forest Conservation Volunteering Tree Planting
11 January	11am – 3pm	The Temple, Wanstead Park	The Temple opening
23 January	11am – 1pm	Epping Forest Visitor Centre at Chingford	Volunteer Information Session
28 January	10am- 12noon	TBC	Top Picks- Litter picking Event
29 January	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest Exhibition
30 January	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
30 January	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge

1 February – 31 March		Epping Forest Visitor Centre at Chingford	Exhibition – Volunteering in Epping Forest
15 February	11am – 3pm	The Temple, Wanstead Park	The Temple opening
17 February	9.30am- 12.30pm	Highams Park	Youth conservation event
18 February	11am- 12pm	Epping Forest Visitor Centre at Chingford	Youth Litter pick
19 February	11am – 12.30pm	Epping Forest Visitor Centre at Chingford	Epping Forest Art Collective for families
24 February – 29 March		Epping Forest Visitor Centre at Chingford	Exhibition – Paula Long: Bark and Bloom
24 February	11am – 1pm	TBC	Top picks – litter picking event
26 February	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest Exhibition
27 February	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
27 February	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge
Mid March – End of August		Lower Gallery, Epping Forest Visitor Centre at Chingford	Brambly Hedge Exhibition
15 March	11am – 3pm	The Temple, Wanstead Park	The Temple opening
26 March	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest exhibition
27 March	10am – 12pm	TBC	Top picks – litter picking event.
27 March	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
27 March	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge
31 March	9.30am- 12.30pm	Higham's Park	Youth conservation session
1 April	11am –12pm	Wanstead Park	Youth litter pick
1 April – 10 May		Epping Forest Visitor Centre at Chingford	Exhibition – Essex Art Club
8 April	11.30am- 1pm	Epping Forest Visitor Centre at Chingford	Epping Forest Youth Photography Collective
11 April – 12 April	11am – 3pm	The Temple, Wanstead Park	The Temple opening
14 April		Epping Forest Visitor Centre at Chingford	Event launch- Summer Show submission open
17 April	11am – 1pm	Epping Forest Visitor Centre at Chingford	Volunteer Information Session
23 April	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest Exhibition
24 April	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
24 April	2pm-2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge

EF&CC DIARY 2026 — Updated December 08/01/26

29 April	11am – 1pm		Top picks – Litter picking event
9 – 10 May	11am – 3pm	The Temple, Wanstead Park	The temple opening
12 May – 7 June		Epping Forest Visitor Centre at Chingford	Exhibition- Born to be Wild by Pam Mulholland
21 May	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest Exhibition
22 May	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge
24 May	11am – 2pm	Queen Elizabeth's Hunting Lodge	Event: Bee Day
26 May	9.30am- 12.30pm	Highams Park	Youth conservation session
26 May	10am – 12pm	TBC	Top picks – Litter picking event
27 May	11am – 12pm	High Beach	Youth litter pick
29 May	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
3 June	6.30pm- 8.30pm	Canopy, The Warren, Loughton	Volunteers Celebration Event (Part of Volunteers Week 1 – 7 June 2026)
9 June – 12 July		Epping Forest Visitor Centre at Chingford	Exhibition: Will Lewer Epping Forest reflections
13 – 14 June	11am – 3pm	The Temple, Wanstead Park	The Temple opening
18 June	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest Exhibition
19 June	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge
26 June	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
26 June	11am – 1pm	TBC	Top picks – Litter picking event
28 June	1pm – 3pm	Queen Elizabeth's Hunting Lodge	Rose and Crown Singers Summer
18 July – 6 September		Epping Forest Visitor Centre at Chingford	Exhibition: Summer Show
4 July		The Temple enclosure	Open Air Theatre- Pinocchio
10 July	11am – 1pm	Queen Elizabeth's Hunting Lodge	Volunteer Information Session
10 July	12pm – 1pm	Epping Forest Visitor Centre at Chingford	Teddy Bear's Picnic
11 – 12 July	11am – 3pm	The Temple, Wanstead Park	The Temple opening
16 July	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest Exhibition
17 July	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge
22 July	10am – 12pm	TBC	Top picks – Litter picking event
22 July	11.30am- 1pm	Epping Forest Visitor Centre at Chingford	Epping Forest Youth Photography Collective
23 July		Kings Place, London	Treeline London Performance
26 July	TBC	The Temple enclosure	Open Air Theatre – The Three Musketeers

EF&CC DIARY 2026 — Updated December 08/01/26

28 July	9.30am- 12.30pm	Highams Park	Youth conservation session
29 July	11am – 12pm	Epping Forest Visitor Centre at Chingford	Youth litter pick
31 July	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities
8 – 9 August		The Temple enclosure	The Temple opening
18 August	9.30am- 12.30pm	Highams Park	Youth conservation session
19 August	11am- 12pm	High Beach	Youth litter pick
25 August	11am – 1pm	TBC	Top picks – Litter picking event
27 August	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of the Epping Forest Exhibition
28 August	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
28 August	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge
30 August		The Temple enclosure	Open Air Theatre – Pirates of Penzance
September – Mid October		Epping Forest Visitor Centre at Chingford	Exhibition: Epping Forest Youth Photography Collective
6 September	2pm – 4pm	Harrow Road Pavillion	Skylark Celebration Event
8 September		Epping Forest Visitor Centre at Chingford	Exhibition: Loughton Camera Club
12 – 13 September		The Temple, Wanstead Park	The Temple opening
20 September		Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge
24 September	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of the Queen Elizabeth's Hunting Lodge
25 September	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
25 September	10am – 12pm	TBC	Top picks – Litter picking event
25 September	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge
September – November		Epping Forest Visitor Centre at Chingford	Exhibition- TBC
October – December		Lower Gallery Epping Forest Visitor Centre at Chingford	Exhibition- Epping Forest Calendar Photography Exhibition
6 October – 1 November		Upper Gallery, Epping Forest Visitor Centre at Chingford	Exhibition – Thomas Peck
11 October	11am – 3pm	The Temple enclosure	The Temple opening
16 October	11am – 1pm	Epping Forest Visitor Centre at Chingford	Volunteer Information Session
22 October	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest Exhibition
23 October	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge

EF&CC DIARY 2026 — Updated December 08/01/26

27 October	9.30am- 12.30pm	Highams Park	Youth conservation session
28 October	11am – 1pm		Top picks – Litter picking event
28 October	11am – 12pm	Epping Forest Visitor Centre at Chingford	Youth Litter pick
28 October	11.30am- 1pm	Epping Forest Visitor Centre at Chingford	Epping Forest Youth Photography Collective
30 October	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
3 November – 29 November		Upper Gallery, Epping Forest Visitor Centre at Chingford	Exhibition: Gail Hoban and Roz Howling – Nature is for everyone
7 November		TBC	Ecological Volunteers Celebration Event
15 November	11am – 3pm	The Temple, Wanstead Park	The Temple opening
19 November	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest Exhibition
20 November	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge
24 November	11am – 1pm		Top picks – Litter picking event
26 November	10.30am- 3.30pm	Queen Elizabeth's Hunting Lodge	Deck the Halls – Volunteers decorating the Hunting Lodge with festive foliage
27 November	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
5 December – January 2027		Epping Forest Visitor Centre at Chingford	Exhibition- Epping Forest Art Collective annual highlights
11 December	10.30am- 11.30am	Epping Forest Visitor Centre at Chingford	Little Saplings – Preschool story time and activities.
13 December	1pm- 3pm	Queen Elizabeth's Hunting Lodge	Rose and Crown Singers
13 December	11am – 3pm	The Temple	The Temple opening
15 December	11am- 1pm		Top picks – Litter picking event
17 December	2pm – 2.45pm	Epping Forest Visitor Centre at Chingford	Guided tour of Epping Forest Exhibition
18 December	2pm – 2.45pm	Queen Elizabeth's Hunting Lodge	Guided tour of Queen Elizabeth's Hunting Lodge

This page is intentionally left blank