Public Document Pack

Epping Forest & Commons Committee

Date: **MONDAY, 18 NOVEMBER 2019**

Time: **11.30 am**

Venue: **COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL**

Members:
Graeme Doshi-Smith (Chairman)
Deputy Phillip Woodhouse (Deputy Chairman)
Benjamin Murphy
Caroline Haines
Gregory Lawrence
Jeremy Simons
Peter Bennett
Alderman Robert Howard
Alderman Robert Hughes-Penney
Sylvia Moys
Oliver Sells QC (Ex-Officio Member)

For consideration of Business Relating to Epping Forest Only
Verderer Nicholas Munday
Verderer Michael Chapman DL
Verderer Melissa Murphy
Verderer Dr. Joanna Thomas

Enquiries: **Richard Holt**
Richard.Holt@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

NB: Part of this meeting could be the subject of audio or video recording.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. APOLOGIES

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

3. MINUTES

To agree the public minutes and non-public summary of the meeting of the Epping Forest and Commons Committee held on the 9 September 2019.

For Decision
(Pages 1 - 8)

4. EPPING FOREST AND COMMONS COMMITTEE 2020 DATES

Report of the Town Clerk.

For Information
(Pages 9 - 10)

5. THE CITY OF LONDON CORPORATION'S DRAFT SPORT AND PHYSICAL ACTIVITY STRATEGY FOR 2020-25

Report of the Town Clerk.

For Information
(Pages 11 - 34)

Epping Forest

6. EPPING FOREST JOINT CONSULTATIVE COMMITTEE DRAFT MINUTES

To receive the draft minutes of Epping Forest joint Consultative Committee held on 8 October 2019.

For Information
(Pages 35 - 38)

7. SUPERINTENDENT'S UPDATE

Report of the Superintendent of Epping Forest.

For Information
(Pages 39 - 50)

8. BALDWIN AND BIRCH HALL PARK PONDS

Report of the Director of the Built Environment.

For Decision
(Pages 51 - 80)

9. 'LONDON'S GREAT FOREST' - A STRATEGY AND MANAGEMENT PLAN FOR EPPING FOREST 2019-29 SEF 37/19B

Report of the Director of Open Spaces.

For Decision
(Pages 81 - 126)

10. WANSTEAD PARK: CONCEPTUAL OPTIONS PLAN SEF 38/19B

Report of the Director of Open Spaces.

For Decision
(Pages 127 - 194)

11. WANSTEAD PARK ORIENTEERING COURSE SEF 39/19B

Report of the Director of Open Spaces.

For Decision
(Pages 195 - 212)

12. EPPING FOREST LICENCE, PRODUCE AND SPORTS CHARGES SEF 40/19B

Report of the Director of Open Spaces.

For Decision
(Pages 213 - 226)

13. CITY OF LONDON CORPORATION RESPONSE TO THE LONDON BOROUGH OF WALTHAM FOREST 'SHAPING THE BOROUGH DRAFT LOCAL PLAN 2020 - 2035 CONSULTATION DOCUMENT (SEF 43/19B)

Report of the Director of Open Spaces.

For Information
(Pages 227 - 254)

14. CITY OF LONDON CORPORATION RESPONSE TO THE BARTS HEALTH NHS TRUST PUBLIC CONSULTATION ON THE FUTURE OF WHIPPS CROSS HOSPITAL (SEF 42/19)

Report of the Director of Open Spaces.

For Information
(Pages 255 - 278)

15. LEYTON FLATS INDIVIDUAL SITE PLAN SEF 41/19B

Report of the Director of Open Spaces.

For Decision
(Pages 279 - 326)

16. BRANCHING OUT PROJECT - SUMMARY REPORT SEF 45/19

Report of the Director of Open Spaces.

For Information
(Pages 327 - 382)

17. FURTHER ACTIONS TO SUPPORT THE EPPING FOREST SAC MITIGATION STRATEGY SEF 47/19

Report of the Director of Open Spaces.

To follow

For Decision

Burnham Beeches & The Commons

18. SUPERINTENDENT'S UPDATE

Report of the Superintendent of The Commons.

For Information
(Pages 383 - 390)

19. SOUTH BUCKS DISTRICT COUNCIL LOCAL PLAN - EXAMINATION IN PUBLIC

Report of the Director of Open Spaces.

For Decision
(Pages 391 - 402)

20. THE COMMONS, LICENCES, SPORTS, FILMING AND MISCELLANEOUS CHARGES

Report of the Director of Open Spaces.

For Decision
(Pages 403 - 412)

21. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

22. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Part 2 - Non-Public Agenda

23. EXCLUSION OF THE PUBLIC

MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

24. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting Epping Forest and Commons Committee held on 9 September 2019.

For Decision
(Pages 413 - 416)

25. EPPING FOREST JOINT CONSULTATIVE COMMITTEE DRAFT NON-PUBLIC MINUTES

To receive the draft non-public minutes of the Epping Forest Joint Consultative Committee meeting held on 8 October 2019.

For Information
(Pages 417 - 418)

26. THE EPPING FOREST FIELD STUDIES CENTRE - HEADS OF TERMS SEF 46/16

Report of the Director of Open Spaces.

For Decision
(Pages 419 - 424)

27. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

28. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

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EPPING FOREST & COMMONS COMMITTEE
Monday, 9 September 2019

Minutes of the meeting of the Epping Forest & Commons Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 9 September 2019 at 11.30 am

Present

Members:
Graeme Doshi-Smith (Chairman)
Deputy Philip Woodhouse (Deputy Chairman)
Peter Bennett
Caroline Haines
Sylvia Moys
Verderer Michael Chapman DL
Verderer Dr. Joanna Thomas
Verderer Nicholas Munday
Jeremy Simons
Alderman Robert Hughes-Penney

Officers:

Richard Holt	-	Town Clerk's Department
Carl Locsin	-	Town Clerk's Department
Mark Jarvis	-	Head of Finance Citizen Services, Chamberlains
Nicholas Welland	-	City Surveyor's Department
Mark Eyre	-	City Surveyor's Department
Colin Buttery	-	Director & Heritage
Paul Thomson	-	Superintendent, Epping Forest
Andy Barnard	-	Superintendent, The Commons
Jo Hurst	-	Business Manager (Epping Forest)
Jacqueline Eggleston	-	Head of Visitor Services (Epping Forest)

1. **APOLOGIES**
Apologies were received from Alderman Robert Howard and Verderer Melissa Murphy.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
Alderman Robert Hughes-Penney declared that he owned property within the South Bucks district.

3. **MINUTES**
The Committee considered the public minutes and non-public summary of the Epping Forest and Commons Committee held on 8 July 2019.

Matters arising

Sport & Physical Activity Strategy
Further to an item in the minutes of previous the meeting, a Member highlighted the petition to the Court of Common Council on the subject of the City of London Corporation's Sports Strategy and requested that Members consider signing it.

Proposed Music event
Replying to a query from a Member the Director of Open Spaces confirmed that meetings with the proposed music event organisers MAMA had taken place but that there was presently no material update to be given. Further to this a Member noted that he and the other Verderers of Epping Forest were invited by the WREN Wildlife and Conservation Group to attend a visit to Wanstead Flats to inspect the areas of that site associated with the proposed music event. The Chairman commented that it would be a useful exercise and requested that he be included in the visit.

RESOLVED- That the public minutes of the Epping Forest and Commons Committee meeting on 8 July 2019 were approved as an accurate.

4. **BREXIT UPDATE**
The Director was heard in relation to the Brexit. The Director highlighted the importance of the Department for Environment, Food and Rural Affairs Environmental Land Management grants to the Open Spaces Department's budget and the positive management of the Sites of Special Scientific Interest.

RESOLVED- That the update be received.

5. **SUPERINTENDENT'S UPDATE**
The Committee received a report of the Superintendent of the Commons which provided Members with a general update on issues across the nine sites within 'The Commons' division. The Superintendent highlighted that the proposed agreement with the Heathrow Limited was almost ready for consideration by the Chairman and Deputy Chairman of the Committee.

A Member requested further details on the incidents of Lyme Disease present at Ashtead Common. Replying to this, the Superintendent outlined that extensive risk assessments for the issue had been completed and that accordingly, an updated mitigation strategy was being implemented by Officers to minimise the effect of the Lyme Disease at the Common. Replying to a query from a Member, the Superintendent explained that warnings regarding Lyme Disease at Ashtead Common had been provided to the local community via the Website and local newspapers. In addition, it was confirmed that all appropriate measures were taken to avoid cross contamination of different sites within the Commons division.

Reply to a Member's queried the Superintendent explained that there were over a thousand instances of OPM (Oak Processionary Moth) at Ashtead Common

but that the numbers were considerably lower at the other sites within the Commons.

RESOLVED- That the report be noted.

6. **SUPERINTENDENT'S UPDATE**

The Committee received a report of the Superintendent of Epping Forest which summarised the Epping Forest Division's activities from June to July 2019.

A Member highlighted the summer football tournaments, which had been held at Wanstead Flats, and enquired if the events had been staged on the site of the proposed music festival. The Superintendent confirmed that the events had been held at both Aldersbrook and Harrow Road pitches and had experienced no significant access issues.

In response to a Member's question on Land Registration, the Superintendent confirmed that all Land Registration had been completed and had resulted in 32 encroachments where responses would have to be determined by Committee, prior to further action. The settling of boundaries had resulted in a further project to audit access rights across Forest Land which was still underway.

A Member queried if any key drivers were associated in relation to the increased number of rough sleepers present in the Forest. The Superintendent explained that the increase was associated with pressure on hostel places; some individuals whose behaviours made them unwelcome at hostels and workers seeking to avoid the high London rents. In addition, it was explained that the Epping Forest team continued to work with the relevant authorities to resolve issues of rough sleepers. It was also noted that a new phenomenon was the associated rise in car and camper van sleepers in the Forest seeking weekday access to the London transport network.

Replying to query from a Member the Superintendent explained that the Broomhill Road case had concluded with payment of costs by both sides.

Following the clearance of the proposed play area, a Member questioned the status of the Wanstead Park play area and sought information on the timeline for the project. The Superintendent explained that the project faced challenges around funding and the responsibility for safety inspections noting the Epping Forest and Commons Committee would of course be consulted further before any permanent plans could be confirmed.

RESOLVED- That the report be noted.

7. **GATEWAY 6 OUTCOME REPORT- BRANCHING OUT PROJECT - CAR PARKING & ACCESS**

The Committee considered a report of the Director regarding the Gateway 6 Outcome of the Branching Out Project Car Parking & Access. The Report summarised the key conclusions of the Branching Out Project and recommend that the Car Park and Access component be closed. The Chairman noted the progress with the Branching Out Project.

Replying to point raised by a Member the Director explained that the popularity of the site had outstripped car park capacity, especially as dwell times had increased due to the proximity of the improved offer from Butlers Retreat.

RESOLVED- That the Car Park and Access project be closed.

8. **CITY OF LONDON CORPORATION RESPONSE TO THE LONDON BOROUGH OF WALTHAM FOREST 'SHAPING THE BOROUGH DRAFT LOCAL PLAN 2020 - 2035 CONSULTATION DOCUMENT (SEF 31/19)**

The Committee considered a report of the Director on the City of London Corporation response to the London Borough of Waltham Forest 'Shaping the Borough Draft Local Plan 2020 – 2035 consultation document. The report explained that the timing of the consultation prevented a detailed report being considered by the Committee and consequently requested delegated authority be granted to approve the final response.

The Director informed the Committee that he and the Chair of Policy & Resources Committee had met with the London Borough of Waltham Forest Leader and CEO in February and that a further meeting is planned. In addition, it was noted that there were many equivalent issues with the Epping Forest District Local Plan and a strong representation is planned.

RESOLVED- Authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman and Director, to provide detailed comments regarding the Local Plan's impact on and protection of Epping Forest.

9. **PROPOSAL FOR ART INSTALLATION AT LEYTON GREEN (SEF 32/19)**

The Committee considered a report of the Director on the proposal by the London Borough of Waltham Forest for a light-based art installation on an outlier of Forest Land at Leyton Green. The report provided Members with details of the proposed art installation and, at appendix 1, its original designs.

Members discussed various maintenance issues regarding the proposed artwork and noted that the London Borough of Waltham Forest would be responsible for the continued maintenance of the site and the artwork. The Director observed that the London Borough of Waltham Forest would be responsible securing all the appropriate consents for the installation. Members noted the Borough's cultural ambitions and that this small outlier of the Forest was in a busy urban location. However, it was felt that the proposed artwork did not properly represent Epping Forest. In addition, a Member commented that approval to the artwork might represent a disadvantageous precedent for the future use of Forest Land.

Members commented that they did not disagree with the principle of an art installation at Leyton Green, but expressed that they were not content with proposed designs for the art installation. The Chairman requested that Officers note the comments made by the Committee and inform the London Borough of Waltham Forest accordingly in order that an updated design be produced for consideration by the Committee.

RESOLVED- That the Committee did not approve the proposed installation and requested that the London Borough of Waltham Forest propose an updated design with a more suitable location or abandon the project.

10. **EPPING FOREST COUNTRYSIDE STEWARDSHIP GRANT APPLICATION 2019 (1ST APPLICATION) - SIGN-OFF ON THE FINAL DETAILS OF MANAGEMENT OPTIONS (SEF 33-19)**

The Committee considered a report of the Director on the Epping Forest Countryside Stewardship Grant application 2019. The report outlined the changes to the application since the last report to the Committee in July 2019.

RESOLVED- That: -

I. The changes to the application details be noted; and
II. That the completion and signing of a CSS application be approved for submission to the Rural Payments Agency for its determination.

11. **EPPING FOREST DISTRICT COUNCIL: EXAMINATION OF THE DISTRICT LOCAL PLAN, 2011-2033 (SEF 34/19)**

The Committee received a report of the Director on the Epping Forest District Council Examination of the District Local Plan.

Members congratulated Officers on their work on the Local Plan and noted the complexity of the issues.

A Member noted their disappointment at the lack of clarity provided by the Epping District Council at a recent Liaison Meeting on the estimated date for responding to the issues raised by the Local Plan Inspector.

RESOLVED- That the report be noted.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

A Member commented on the helpful and informative visit to Burnham Beeches on the 7th of September and thanked the Officers for their work in organising.

The Director noted that the Epping Forest and Commons Committee appointments to the Epping Forest Joint Consultative Common were overallocated and confirmed that the relevant Members involved would be contacted to resolve this.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business considered in the public session.

14. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

15. **NON-PUBLIC MINUTES**
The Committee considered the non-public minutes of the Epping Forest and Commons Committee on 8 July 2019.

RESOLVED-That the non-public minutes of the meeting of the Epping Forest and Commons Committee held on 8 July 2019 be agreed as an accurate record.

16. **LOUGHTON GOLF COURSE - SECTION 146 NOTICE (SEF 35/19)**
The Committee received a report of the Director regarding Loughton Golf Course.

RESOLVED- That the report be agreed.

17. **USE OF FOREST FUND FOR CHINGFORD GOLF COURSE STAFF WELFARE FACILITIES (SEF 36/19)**
The Committee receive a report of the Director on the Use of Forest Fund for Chingford Golf Course Staff Welfare Facilities.

RESOLVED- That the report be agreed.

18. **LEASE RENEWAL – THE BOATING AND REFRESHMENT KIOSK, HOLLOW PONDS, LEYTON FLATS, E11**
The Committee received a report of the City Surveyor on a Lease Renewal for the Boating and Refreshment Kiosk at Leyton Flats.

RESOLVED- That the report be agreed.

19. **LEASE RENEWAL – TEA HUT, HIGH BEECH, LOUGHTON, IG10 4AE**
The Committee received a report of the City Surveyor on a proposed lease renewal for the Tea Hut at High Beech Loughton.

RESOLVED- That the report be agreed.

20. **LEASE RENEWAL – THE REFRESHMENT KIOSK, WANSTEAD PARK, LONDON, E11**
The Committee considered a report of the City Surveyor on a proposed lease renewal for the Refreshment Kiosk at Wanstead Park.

RESOLVED- That the report be approved.

21. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**
The Committee received a report of the Town Clerk on action taken between meetings of the Epping Forest and Commons Committee.

RESOLVED- That the report be noted.

22. **2019 COUNTRYSIDE STEWARDSHIP GRANT APPLICATION FINAL BUDGETARY DETAILS (SEF 33-19B)**

The Committee received a report of the Director on the 2019 Countryside Stewardship Grant application final budgetary details.

RESOLVED- That the report be noted.

23. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions received in the private session.

24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent business considered in the private session.

The meeting ended at 1.10 pm

Chairman

Contact Officer: Richard Holt
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Date	Committee/Meeting/Visit
	*** LIST UPDATED 24 October 2019 ***
13 January 27 January 29 January	EF&CC HHC EF CC
3 February 7 February 24 February 26 February 27 February	Open Spaces and City Gardens Committee EFDC Liaison/EF&CC Local Verderer Election Nomination meeting North and South Verderer Election North Verderer Election South
10 March 16 March 30 March	EF&CC ACCC WWCCG
1 April 3 April 7 April 20 April TBC April	QPCG LBWF Liaison/EF&CC Local Open Spaces and City Gardens Committee HHC EF JCC
12 May 16 May 20 May	Keats House EF&CC Epping Forest Saturday Visit EF&CC
10 June 12 June	EF CC LBR Liaison/EF&CC Local
6 July 6 July 14 July TBC July	EF&CC HHC Open Spaces and City Gardens Committee EF Dinner
August	
4 September 5 September 7 September	EFDC Liaison/EF&CC Local EF&CC Epping Forest Saturday Visit EF&CC
7 October 13 October 16 October 19 October 21 October TBC October	QPCG Open Spaces and City Gardens Committee LBWF Liaison/EF&CC Local HHC EF CC EF JCC
7 November 14 November 17 November	EF&CC Epping Forest Saturday Visit Lord Mayor's Show EF&CC
2 December 11 December	Open Spaces and City Gardens Committee LBR Liaison/EF&CC Local

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Committees	Date
Public Relations and Economic Development Sub-Committee (for information) Planning and Transportation Committee (for information) Community and Children's Services Committee (for information) Culture Heritage and Libraries Committee (for information) Hampstead Heath, Highgate Wood and Queens Park Committee (for information) Education Board (for information) Epping Forrest and Commons Committee (for information) Health and Wellbeing Board (for information) Streets and Walkways Sub (Planning and Transportation) Committee (for information) Open Spaces and City Gardens Committee (for information) Hampstead Heath Consultative Committee (for information)	5 November 2019 5 November 2019 7 November 2019 11 November 2019 13 November 2019 14 November 2019 18 November 2019 22 November 2019 3 December 2019 9 December 2019 27 January 2020
Subject The City of London Corporation's DRAFT Sport and Physical Activity Strategy for 2020-25	
Report of Kate Smith – Head of Corporate Strategy and Performance	
Report Author Sufina Ahmad – Corporate Strategy Manager	**For information**

Summary

The Corporate Strategy and Performance Team (CSPT) was asked to develop a Sport and Physical Activity Strategy for the City of London Corporation following a decision in December 2018 at Policy and Resources Committee to invest in sport engagement work. Elected Members reviewed a previous version of the Sport and Physical Activity strategy for 2019-23 at nine Committees and a Members' Breakfast Briefing held between April 2019 and July 2019. Members provided extensive comments, including raising a motion at Court (included at Appendix One), and asked that a new draft be shared at Committees and at a Members' Breakfast for their feedback, and hopefully, endorsement. The new draft, which incorporates all the comments raised, can be found at Appendix Two.

The vision for the strategy is: *To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.* The key outcomes and activities include the City Corporation working with others to deliver successful major sporting events for London and the UK, sport engagement activities that strengthen community cohesion, and work that ensures people have

access to and participate in sport and physical activity. The strategy aligns to our Corporate Plan for 2018-23, specifically outcomes 2, 3, 4, 7 and 10. Once the strategy has been shared with all of the Committees listed on page one for their feedback and comments, these will be incorporated in to a proposed final version, which will be presented to Policy and Resources Committee in February 2020 for their approval.

Recommendations

This Committee is asked to:

i. Review the draft version of the Sport and Physical Activity Strategy – and provide their feedback on it which officers will then incorporate as directed.
ii. Consider whether or not they will endorse the strategy, subject to the changes requested being made.
iii. Consider and advise if a budget should be set aside and a brief agreed for an expert to review the commercial prospects of existing assets and how best to promote participation and access.

Main Report

Background

1. In December 2018, Policy and Resources Committee approved a paper setting out a strategic approach to sport engagement activities by the City Corporation, which included the decision to invest in a Sports Engagement Manager, based in the Corporate Affairs Team. Consequently, it was felt that the City Corporation would benefit from a strategy document on sport and physical activity. The CSPT was asked to develop this strategy, which it did through desk-based research and meetings with the following internal and external colleagues:
    a) Sam Hutchings – Town Clerk's
    b) Eugenie de Naurois – Town Clerk's
    c) Nick Bodger – Town Clerk's
    d) Paul Double – Remembrancer's
    e) Daniel McGrady – Community and Children's Services
    f) Andrea Laurice – Built Environment
    g) Gerry Kiefer – Open Spaces
    h) Xenia Koumi – Community and Children's Services
    i) Sam Bedford – Community and Children's Services
    j) Simon Cribbens – Community and Children's Services
    k) Greg Knight – Community and Children's Services
    l) Steve Garrett – Sport England
    m) Emily Neilan – London Sport.

Current Position

2. The strategy was shared with elected Members at the following Committees for comment:
    - Health and Wellbeing Board (HWB), April 2019
    - Hampstead Heath Consultative Committee (HHCC), April 2019

- Community and Children's Services (CCS) Committee, May 2019
- Epping Forest and Commons Committee (EF&C), May 2019
- Education Board (EB), May 2019
- Planning and Transportation Committee (P&T) (via email to chairman and deputy chairman), May 2019
- Streets and Walkways (Planning and Transportation) Sub-Committee (S&WSC), May 2019
- Hampstead Heath, Highgate Wood and Queen's Park (HHHWQP) Committee, June 2019
- Public Relations and Economic Development (PRED) Sub-Committee, to take place on 2 July 2019.

Two additional informal opportunities to comment were requested and arranged:

- A meeting with Richard Sumray, a co-opted Member of HHCC and chair of the Sports Advisory Group, the chairman of HHCC and of HHHWQP and the chairman of EF&C, June 2019; and
- Informal Members' Breakfast Briefing, on 28 June 2019, for which this pack has been produced so that comments to date and officers' resultant proposals can be viewed in the round for further comment**.**

3. Members made substantial comments and have asked that it be presented to all Committees again. A motion was also raised at the Court of Common Council in September 2019. This can be found at Appendix One.

4. The new version incorporates all of the changes and additions suggested and is presented in this paper at Appendix Two, as well as incorporating feedback shared at a Members' Breakfast Briefing held on 18 October 2019. The main changes to the draft relate to the vision and outcomes and the period of the strategy (2020-25). Information on the sport and physical activity related assets owned and operated by the City Corporation has also been included in the draft, as well as adding in information on the oversight and responsibility for the strategy.

5. For the purpose of this strategy, the City Corporation has defined sport and physical activity as follows:
Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

6. The City Corporation's vision for the strategy is: *To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond*. The City Corporation will work with relevant local, regional and central governments, infrastructure bodies including Sport England and London and Partners, national governing bodies for sport, businesses, civil society organisations, including charities, and individuals and communities directly to deliver the work outlined in the strategy.

7. The three key outcomes the City Corporation aims to achieve are:

    a) People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.
    b) High profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity.
    c) London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.

8. The City Corporation will achieve these outcomes by building on our existing work and supporting the development and delivery of bids for major sporting events that benefit communities and the economy in London and the UK, alongside events, campaigns and activities that encourage individuals and communities to access and participate in sport and physical activities, including those activities that bring communities together positively.

Governance and implementation

9. Members have asked that a Sport and Physical Activity Working Party made up of elected Members is set up to oversee the successful implementation of this strategy. The Working Party would be supplied with information on progress against the strategy from relevant officers within the organisation. It is suggested that elected Members from the following Committees are represented on the Working Party:

    - Community and Children's Services Committee
    - Culture, Heritage and Libraries Committee
    - Epping Forest and Commons Committee
    - Education Board
    - Hampstead Heath Consultative Committee
    - Hampstead Heath, Highgate Wood and Queen's Park Committee
    - Health and Wellbeing Board
    - Hospitality Working Party of the Policy and Resources Committee
    - Planning and Transportation Committee
    - Policy and Resources Committee
    - Public Relations and Economic Development Sub-Committee
    - Streets and Walkways (Planning and Transportation) Sub-Committee.

10. The discussions of the Working Party could include, but not be limited to: approving the action plan for the strategy; ensuring that the strategy is reflected within the relevant departmental business plans and management plans; reviewing the effectiveness and impact of existing and planned activities and linking these to qualitative and quantitative success measures for each activity; investigating the best possible activities and use of assets and resources in pursuit of the outcomes in this strategy; and ensuring activities are delivered within the resources available – monitoring impact and spend to inform resource allocation.

11. This strategy will be delivered through the following departments:
    - **Town Clerk's Department –** Corporate Affairs, Media, Committee and Member Services, Cultural Services and Events teams.
    - **Department of Community and Children's Services –** Strategic Education, Skills and Cultural Learning Unit, Commissioning, Public Health and Community Engagement teams.
    - **Remembrancer's Department –** Events Team.
    - **Department of Built Environment –** Strategic Transportation team.
    - **Open Spaces Department –** Central Management and site-specific teams.

Corporate and Strategic Implications

12. Corporate and Strategic Implications:
    This strategy will support the following outcomes and associated high-level activities within the City Corporation's Corporate Plan for 2018-23:

    Outcome 2: People enjoy good health and wellbeing
    Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
    Outcome 4: Communities are cohesive and have the facilities they need.
    Outcome 7: We are a global hub for innovation in financial and professional services, commerce and culture.
    Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

    This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Social Wellbeing, Mental Health, Education, Visitor Destination, Corporate Volunteering and Transport.

13. Security Implications: The City Corporation will ensure that security needs are met when delivering major sporting events, involving Health and Safety, Security and City of London Police colleagues as needed.

14. Financial and Resourcing Implications: Existing officer resource and budgets, including the Hospitality Working Group budget, will be used to deliver the activities outlined in this strategy, including the maintenance of our facilities and the level to which the organisation expects to maintain this. However, decisions need to be made on how funding and resourcing will be prioritised, including if an existing or a new budget should be set aside and a brief agreed for an expert to review the commercial prospects of existing assets and how best to promote participation and access

15. Equalities Implications: All activities will need to comply with the priorities set out in the City Corporation's Equalities and Inclusion Action Plan, ensuring that the diverse needs of individuals and communities this work is aimed at are met.

16. Legal Implications: Any legal agreements or partnerships that the City Corporation considers or enters in to, particularly as part of major sporting events, will need to be signed off by the Comptroller and City Solicitor's department – ensuring that early steer and sign off is sought wherever possible.

Conclusion

17. This Committee is asked to review the Sport and Physical Activity Strategy for 2020-25 and provide their comments and feedback. It is also hoped that this committee will endorse the strategy, subject to the specified changes being made. Please note that once the draft strategy has been reviewed by all of the committees listed on page one, and the relevant changes incorporated, a new proposed final version of the strategy will be shared with Policy and Resources Committee in February 2020 for their approval.

Appendices

Appendix One – Motion raised at the Court of Common Council
Appendix Two – Proposed Final Draft Version of Sport and Physical Activity Strategy, 2019-23.

Sufina Ahmad
Corporate Strategy Manager

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E: sufina.ahmad@cityoflondon.gov.uk

Appendix One:

ITEM 13(C)

Motion –

by Dominic Christian

To be presented on Thursday, 12th September 2019

To the Right Honourable The Lord Mayor, Aldermen and Commons

of the City of London in Common Council assembled.

Motion:-

That this Honourable Court welcomes the development of a Sport & Physical Activity Strategy for the City of London Corporation which will enhance the City's contribution to London's cultural and community life; build on the existing work of our open spaces, schools, and academies; and support our commitment to the health and wellbeing of City residents, workers, and visitors.

In guiding Officers as they draft the Corporation's strategic vision for sport and physical activity, the Court believes that:

- Sport inspires competitors to achieve the best they can, and celebrates both winning and taking part;
- Sport and physical activity enables participants of all ages to live healthier more active lives;
- Sport unifies society: it is the ultimate social inclusion with participants and spectators drawn together from all backgrounds, helping to develop more cohesive communities;
- Sport produces significant social return, for example by improving mental health and reducing crime, including diverting young people away from gang and knife crime;
- Sport teaches fusion skills which enhance employability, such as teamwork and resilience;
- Sport contributes to London's global brand in offering a comprehensive attractive package to businesses and their staff in a way few other cities can;
- Sport enhances the Corporation's convening power by providing networking opportunities to bring people together informally.

Moreover, this Court notes the wide engagement of the City's business community in sport as commercial partners, as well as supporting staff and community sport activities, using both to strengthen brand and build bridges with domestic and international customers and stakeholders.

It further notes the importance that the Mayor of London and agencies such as London & Partners place on sport, both in growing participation and in bringing more elite competitions to the capital.

This Court therefore commits the Corporation to develop a comprehensive and unified Sport & Physical Activity Strategy which:

a) supports the development and improvement of our existing sport and physical activity facilities, including those in our open spaces, and their use for both widening participation and hosting elite competitions;

b) fully involves the City's schools and academies as part of their educational and co-curricular provision;

c) supports London bids for international elite sport tournaments in accordance with Government, UK Sport and the Mayor of London's priorities, including provision of facilities and hospitality both during bids and once an event has been successfully secured;

d) as part of our regional strategy, provides appropriate support for hosting bids submitted by other parts of the United Kingdom (where they are not in competition with London);

e) engages City residents and workers, as well as students in our schools and academies and residents in Corporation housing, in sport and physical activity programmes and events designed to increase participation and improve health and wellbeing;

f) promotes diversity and inclusion in sport, including women and girls, disability, BAME and LGBTQ+ involvement; and

g) works alongside the Department for Digital, Culture, Media, & Sport; UK Sport; Sport England; the Sport & Recreation Alliance; London Sport; the Greater London Authority; London Councils; international and national sport federations; and local professional and amateur sports clubs.

In developing the new Strategy, this Court also requests:

i. the Policy and Resources Committee to put in place:

   (a) appropriate Member-level governance arrangements for strategic oversight of the Corporation's sport activities and sport engagement; and,

   (b) being mindful of the ongoing Fundamental Review, appropriate resource allocation for sport, including drawing together existing resources into one identifiable budget;

ii. the Establishment Committee to ensure that adequate management and operational structures are in place to oversee the delivery of the Strategy.

Signatories to the Motion, pursuant to Standing Order 12(3):-

Dominic Christian
Caroline Addy
Rehana Ameer
Alexander Barr
Deputy Keith Bottomley
Karina Dostalova
Christopher Hayward
Alderwoman Susan Langley
Munsur Ali
Randall Anderson
Nicholas Bensted-Smith
Graeme Doshi-Smith
Deputy Kevin Everett
Sophie Fernandes

Deputy Jamie Ingham Clark
Deputy Edward Lord
Andrew McMurtrie
Alderman William Russell
Alderman Gregory Jones
James de Sausmarez
Jeremy Simons
Deputy Philip Woodhouse

Appendix Two:
Draft Version of Sport and Physical Activity Strategy, 2020-25
Strategy Author: Sufina Ahmad, Corporate Strategy Manager

Sport and Physical Activity Strategy, 2020-25
For a healthy, active and thriving London

Foreword by the Chair of Policy and Resources and Town Clerk

To be added, post approval at officer and Member Committees.

Deputy Catherine McGuinness Chair of Policy and Resources Committee	**John Barradell** Town Clerk and Chief Executive

January 2020

Sport and Physical Activity Strategy, 2020-25 – *For a healthy, active and thriving London*
Executive Summary

Our definition of sport and physical activity, based on those used by Sport England and the World Health Organisation
Sport refers to activities that require physical exertion and involve individuals or teams, and physical activity is any bodily movement that requires the expenditure of low, moderate to high levels of energy, e.g. walking or dancing. Exercise is a sub-category of physical activity.

Why sport and physical activity matters to us
The City Corporation aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan (CP). We want to raise London and the UK's profile globally: driving and inspiring engagement with and participation in sport and physical activity and contributing to London and the UK's attractiveness for individuals, communities and business. This drives improvements in physical and mental health, including tackling health inequalities, individual development, social and community development, including social isolation, and economic development.

Who we will work with
We will work with relevant local, regional and central governments, sport infrastructure bodies, businesses, civil society organisations, including charities, national governing bodies of sport and individuals and communities to deliver the work outlined in this strategy. We want this strategy to support London as a whole, including our residents, our students, the visitors to our Open Spaces and the businesses and workers we support in the Square Mile.

Our Vision

To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.

Our Outcomes

People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.	*High profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity.*	*London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.*
Links to CP Outcomes 2 and 3	***Links to CP Outcomes 3 and 4***	***Links to CP outcomes 7 and 10***

Our Activities

• Promote active travel in the Square Mile. • Commission sport and physical activity services that individuals and communities in the Square Mile want and need. • Work with Public Health to encourage sport and physical activity in the Square Mile. • Use our assets to encourage accessible and inclusive sport and physical activity. • Raise awareness of the benefits of sport and physical activity across our programmes, services, schools and Open Spaces.	• Host, and where needed, co-design inclusive mass participation events for local communities. • Champion community-led ideas that encourage sport and physical activity and community cohesion. • Engage businesses, including those in the Square Mile, in mass participation events. • Work with sport infrastructure bodies, national governing bodies of sport and civil society to drive up sport and physical activity levels.	• Proactively and strategically support the development and delivery of bids and cross-sectoral partnerships for major sporting events. • Deliver events and activities to celebrate and promote major sporting events. • Offer a range of relevant services and support to visitors, event organisers, volunteers etc. • Promote London and the UK's major sporting events offer, including the benefits, nationally and internationally to different audience

Our Success Measures

This strategy will deliver an increased number of high-quality major sporting and mass participation events in London and the UK, ensuring that the City Corporation is recognised as a key partner within these, as well as a diverse and inclusive sport and physical activity offer that aims to support increased activity levels and improves wellbeing for our residents and workers, our students and those visiting our Open Spaces.

Introduction and vision

The City of London Corporation (City Corporation) is the governing body for the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. This strategy outlines our vision, approach and commitment to sport and physical activity until 2025. It is an externally-focussed strategy that complements the strategic priorities set out in Central Government's *'Sporting Future'* Strategy; Sport England's *'Towards an Active Nation'* Strategy; Public Health England's *'Everybody Active, Every Day'* Briefing; and the Greater London Authority's (GLA) *'Sport for All of Us'* Strategy.

Definitions

Our definition of **sport and physical activity** is based on the definitions used by Sport England and the World Health Organisation[1]. Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

We are keen for this strategy to encourage and inspire individuals from all backgrounds and abilities to be active every day, as per the UK Chief Medical Officer's recommendations. We are defining an **inactive person** as someone who has done less than 30 minutes of moderate intensity activity per week – which is the definition used by Sport England in its *'Active Lives Survey'*[2]. The Chief Medical Officer's definition of an **'active' person** is someone who is physically active for more than 150 minutes a week, in sessions of at least 10 minutes.

Why sport and physical activity matters

According to 2017/18 figures published by the Department for Digital, Culture, Media and Sport on physical activity among the UK's population, 25% of people aged 16 years and over in England are categorised as physically inactive[3]. Specific groups are more likely to be physically inactive compared with the wider population, including women and people from black, Asian and minority ethnic (BAME) backgrounds[4].

Investing in sport and physical activity is very much aligned to our own strategic aims set out in our Corporate Plan for 2018-23, to contribute to a flourishing society, to support a thriving economy and to shape outstanding environments. Like Central Government, we agree that sport and physical activity brings significant benefits and improvements to individuals and communities in the UK in the outcome areas listed on the following page:

[1] https://www.who.int/dietphysicalactivity/pa/en/

[2] https://www.sportengland.org/research/active-lives-survey/

[3] https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest

[4] https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest

1. **Physical health –**
   Sport and physical activity help people of all ages and backgrounds – including children and young people – to live healthier and more active lives. It can reduce the risks associated with a range of common health conditions, including musculoskeletal disorders (MSDs), cancer, dementia, strokes, heart disease and diabetes. Sport and physical activity can also offer meaningful opportunities to address and tackle health inequalities. In addition to the health benefits, regular physical activity can help to alleviate the symptoms associated with common physical and mental health conditions, which in turn helps to reduce costs to businesses associated with sickness absence among the workforce.

2. **Mental health –**
   Sport, exercise and physical activity can increase self-confidence and contribute to the reduction of symptoms relating to a range of mental health conditions, such as stress, anxiety and depression. This applies in a range of settings, including in public and open spaces, such as parks.

3. **Individual development –**
   Sport and physical activity can positively contribute to improving educational attainment and students' behaviours and attitudes, offering them fusion skills (a combination of creative, technical, cognitive and emotional skills), as well as support the development of characteristics and skills that enhance an individual's employability and wellbeing, such as team working, communication, resilience and problem solving.

4. **Social and community development –**
   Sport and physical activity can bring people together, often from different backgrounds, highlighting the positive aspects of their community and the place where they live, work or study, resulting in greater levels of community cohesion and reducing social isolation.

5. **Economic development –**
   Sport and physical activity create jobs, promote growth, enhance the attractiveness of a place, drive exports and increase levels of inward investment. The sport sector contributes £39 billion to the UK's Gross Domestic Product and it plays a significant role in supporting the UK Government's the GREAT Campaign, which promotes the UK abroad in a number of areas including our tourism offer. Indeed, sport is seen as an increasingly important political influencing and policymaking tool, as evidenced by the Department for Digital, Culture, Media and Sport, the Foreign and Commonwealth Office, the Cabinet Office and others considering this as part of the British Foreign Policy Group – a group that the City Corporation's Remembrancer is a member also. Ultimately, major sporting events hosted in London and the UK, alongside London and the UK's sport and physical activity offer, contribute to London's global brand by offering a comprehensive and attractive package to businesses and their workers in a way that few other places can.

Why sport and physical activity matters to us

In addition to all of the above reasons, we are committed to the GLA, Sport England and London Sport's ambitions to make London ***the most physically active city in the world***. As part of this, they are committed to the following two major priority areas, which, given the breadth and quality of our assets, we feel our organisation can contribute to positively:

1. **Major Sporting Events**
   London is globally recognised for its ability to host inspiring major sporting events, resulting in increased levels of positive social and community development, as well as improvements in the local, regional and national economy – especially through increased levels of inward investment and increased numbers of visitors.

2. **Increased levels of sport and physical activity**
   All Londoners, including those with visual impairments, physical disabilities, or those who are elderly, can access and participate in sport and physical activity, resulting in improvements in their physical and mental health, individual development and community cohesion.

Additionally, it is our belief that investing in sport and physical activity is essential right now, in the face of:

- Higher prevalence of mental and physical health conditions for people that are inactive, as evidenced by Public Health England and Sport England.

- An ageing population and the health and social risks that this brings, including increasing levels of loneliness and isolation, as evidenced by Public Health England and Sport England. Social isolation can be experienced by people of all ages and backgrounds, including young adults.

- Challenges to community cohesion – as evidenced in strategies and research by the GLA, often citing how this issue is exacerbated in London due to the levels of transience across different population demographics and the lack of positive diversions for people, such as young people who are at higher risk of being negatively impacted by knife crime in London.

- Reductions in public sector spending on sport and physical activity.

- Economic uncertainty alongside cost of living increases.

- Changing perceptions of London as a welcoming and attractive place to be for residents, workers, visitors and businesses, as highlighted through London's ranking in the Global Brand Index.

- Political uncertainty relating to UK trade agreements and our ability to develop partnerships abroad.

Going forward, **our vision** is:

To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.

What we will do

Our outcomes and high-level activities

In order to build upon our experience, and fulfil our strategic vision, we have identified the following three outcomes and associated high-level activities –

Outcome 1: People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.

This means that we will prioritise the following types of activities:

a) Promote and support active travel, i.e. cycling and walking, for all abilities throughout the Square Mile.

b) Adopt an evidence-based commissioning approach to the services we commission, using feedback from residents and insights collected through the Sport England *'Active Lives Survey'*. This will include incorporating elements of behavioural science, where relevant and feasible.

c) Deliver public health-led campaigns for residents and workers in the Square Mile that result in increased access to and participation in sport and physical activity and improved health outcomes.

d) Use City Corporation-owned assets, such as our cultural venues, our estates, our schools and our Open Spaces to encourage sport, physical activity and recreational activities that are accessible and inclusive for residents, workers, visitors and students – ensuring that they have the facilities that they need.

e) Continue to remove barriers to engaging in outdoor recreation activities, such as walking, cycling and running across City Corporation-owned Open Spaces, and make efforts to ensure that those in the Square Mile are aware of our Open Spaces and feel encouraged to access them.

f) Raise awareness of the importance of sport and physical activity across our various activities, institutions, including our schools, and assets.

<u>Who we will work with:</u>

To deliver this outcome, we will work in partnership with our residents and workers in the Square Mile and across our family of schools, as well as the volunteers at and visitors to our Open Spaces and the relevant local government bodies in these areas. This outcome seeks to support mainly:

- Residents, workers and students that are completing less than 30 minutes of moderate intensity activity per week and are therefore considered 'inactive'.
- Residents, workers, visitors and students that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people, those with caring responsibilities etc.

This outcome area will be led on by colleagues in the Community and Children's Services, Built Environment, Town Clerk's – Cultural Services and Open Spaces departments primarily.

Outcome 2: High profile and inclusive mass participations events strengthen community bonds and encourage more sport and physical activity.

This means that we will prioritise the following types of activities:

a) Host and, where needed, co-design mass participation events across our Open Spaces and in the Square Mile that are inclusive and positively engage and benefit local communities, including our residents, workers and local schools, including the City family of schools. Examples of this include Cross Country competitions, Yard Yoga etc.

b) Champion resident, volunteer and worker-led ideas in the Square Mile, as well as ideas from other local communities we work with, e.g. through our Open Spaces, which encourage sport and physical activity and community cohesion.

c) Engage businesses in the Square Mile and the areas surrounding our Open Spaces in mass participation events as supporters and contributors, e.g. through funding, volunteers etc., as well as providing opportunities for their workforce to be more physically active.

d) Continue to develop relationships with national governing bodies of sport, sport infrastructure bodies and civil society organisations to encourage more people to engage positively with sport and physical activity.

<u>Who we will work with:</u>

To deliver this outcome, we will work in partnership with local communities, our residents in the Square Mile, event organisers and visitors to our Open Spaces. This work will particularly seek to target:

- Individuals and communities that are completing less than 30 minutes of moderate intensity activity per week, who are therefore considered 'inactive'.
- Communities in London that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people etc.
- Universally targeted interventions that engage the people we work with in the Square Mile and beyond to increase their level of physical activity and participation in sport. These will also support efforts to engage specific communities and improve health-related outcomes, as outlined above.

This outcome area will be led on internally by colleagues in the Town Clerk's, Community and Children's Services, Built Environment and Open Spaces departments primarily.

Outcome 3: London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.

This means that we will prioritise the following types of activities:

a) Contribute proactively and strategically to all stages of bid development and delivery for London and the UK to host major sporting events.

b) Facilitate the development of cross-sectoral partnerships, collaborations and promotional materials to support with bids for major sporting events. These should align with – and seek to support where possible – existing strategic goals and aspirations set out in our Corporate Plan, including for example our commitments to responsible business practices, health and wellbeing, the promotion of sugar reduction and healthier eating and ensuring the City remains a global destination for financial and professional services, commerce and culture.

c) Deliver exceptional events and activities for major sporting events and sports people in our iconic venues, through welcome receptions and dinners, celebrations with athletes, Freedom of the City ceremonies etc.

d) Provide support to others in delivering outdoor major sporting events, including route decision-making, road closures, traffic diversions, parking enforcement etc.

e) Facilitate and/or support volunteer training programmes during major sporting events, including major tournaments.

f) Offer signposting and information services to visitors at major sporting events.

g) Promote London and the UK's major sporting events offer during international and national trade visits undertaken by our staff, the Chair of Policy and Resources and the Lord Mayor.

h) Promote the positive benefits of London and the UK's major sporting events to the media at a local, national and international level and to local communities to drive up their engagement with sport and physical activity.

<u>Who we will work with:</u>

To deliver this outcome, we will work in partnership with the relevant local, regional and central governments, infrastructure bodies, such as Sport England and London and Partners, businesses, national governing bodies and civil society organisations involved in the major sporting event that is being bid for.

This outcome area will be led on internally by colleagues in the Town Clerk's, Remembrancer's and Built Environment departments primarily, with support from Open Spaces as required.

Our sport and physical activity related experience

The outcomes and activities that we have identified for this strategy are based on our existing expertise and work in this space, which relates to co-designing and co-delivering major sporting events and mass participation sporting events; encouraging recreation and physical and sporting activities across our 11,000 acres of Open Spaces and in our City family of schools[5]; and designing and delivering commissioned and public-health led activities for residents and workers in the Square Mile. Activities relating to these areas or work include, but are not limited to:

1. **Promoting sport and physical activity:** including campaigns and activities to encourage sport and physical activity among the City's worker and resident populations, such as those delivered through the Business Healthy programme and the Active City Network; running an extensive sport and physical activity offer across our 11,000 acres of Open Spaces, including hosting sporting events at our sites; and ensuring sport and physical activity is prioritised and encouraged for our students across the City family of schools.

2. **Physical recreation:** including encouraging recreational activities to our residents and ensuring our Open Spaces are designed and maintained to encourage positive physical recreation for all.

3. **Commissioned services: i**ncluding services and facilities to encourage physical activity and sport engagement among those living or working in the Square Mile, such as exercise on referral and sports development services.

4. **Support for events:** including volunteer training, running information centres, road closures and route planning, delivering cultural events that complement and celebrate sport, and an extensive hospitality offer.

Our staffing for this strategy

To deliver this strategy, we are delighted that we have much in terms of staffing expertise and assets to build upon. Officers that will be involved in delivering this strategy are based in the following departments:

- **Town Clerk's Department –** Corporate Affairs, Media, Committee and Member Services, Cultural Services and Events teams.
- **Department of Community and Children's Services –** Strategic Education, Skills and Cultural Learning Unit, Commissioning, Public Health and Community Engagement teams.
- **Remembrancer's Department –** Events Team.
- **Department of Built Environment –** Strategic Transportation team.
- **Open Spaces Department –** Central Management and site-specific teams.

[5] See page 6 of City of London Corporation Education Strategy, 2019-23

Where necessary, officer support can be sought from colleagues within the Innovation and Growth department and the Lord Mayor's Office as well.

Our assets for this strategy

A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at **Appendix One**, but we recognise that more exist across the City of London family of schools.

Our funding for this strategy

It is only through continued investment in our sport and physical activity related work that we can ensure the successful delivery of this strategy. The funding of sport and physical activity comes from departmental budgets which provide revenue to cover the costs relating to the staffing for this strategy highlighted above, the activities, including commissioned activities, they deliver and the running costs of the assets. It is important to ensure that this work is sustainable and attractive in relation to neighbouring providers. However, we understand that this has to be considered alongside our ambition to offer a diverse sport and physical activity offer for our residents, students, workers and visitors in the Square Mile and beyond to benefit from, as this ensures that all, regardless of their socio-economic background, can be supported by us to engage in sport and physical activity. Consequently, targeted interventions may be introduced to tackle health inequalities and barriers to being active.

Where additional funding is required to extend services to deliver the strategy and support the delivery of these duties, then this can be sought from internal funding streams and grant pots that exist, for example funding for events can be sought from the Hospitality Working Party of the Policy and Resources Committee. Furthermore, from time to time, and where appropriate, activities and events may be sponsored by external stakeholders such as City businesses.

In terms of maintenance of our physical assets, this can be funded in three ways mainly: departmental budgets, internal and/or external fundraising and the Cyclical Works Programme (CWP) if it forms part of the asset management plan. The CWP relates to the entirety of our assets, not just those used for sports and physical activity. It aims to ensure that our assets are maintained and do not fall into disrepair or unplanned disuse, however it does not guarantee that the facilities are brought up to or above changing modern day standards or requirements. The CWP is funded through a central budget and managed by the City Surveyors department. The CWP outlines on an annual basis the work that needs to happen across all sites. The list is compiled and prioritised based on the health and safety, security, equality duties, income stream maintenance, reputational risk and customer/client feedback received for each project listed. If the nature of the work requires capital expenditure, then funding can be applied for through the annual capital bidding process.

The departments which commit finances towards sport and physical activity are Community and Children's Services (circa £75k per annum), Open Spaces (circa £1.7m, based on 2015 data), Built Environment (TBC) and Remembrancer's (TBC).

Oversight and responsibility for this strategy:

Given the way in which this strategy cuts across many different areas of our work, it is recommended that a Sport and Physical Activity Working Party made up of elected Members is set up to oversee the successful implementation of this strategy. The Working Party would be supplied with information on progress against the strategy from relevant officers within the organisation. It is suggested that elected Members from the following Committees are represented on the Working Party:

1. Community and Children's Services Committee
2. Culture, Heritage and Libraries Committee
3. Epping Forest and Commons Committee
4. Education Board
5. Hampstead Heath Consultative Committee
6. Hampstead Heath, Highgate Wood and Queen's Park Committee
7. Health and Wellbeing Board
8. Hospitality Working Party of the Policy and Resources Committee
9. Planning and Transportation Committee
10. Policy and Resources Committee
11. Public Relations and Economic Development Sub-Committee
12. Streets and Walkways (Planning and Transportation) Sub-Committee

The discussions of the Working Party could include, but are not limited to, the following:

1. Approving the action plan for the strategy, ensuring that all identified activities align to at least one of the three identified outcome areas, as well as ensuring that the strategic outcomes outlined above are reflected within the relevant departmental business plans and management plans.

2. Reviewing the effectiveness and impact of existing and planned activities and linking these to qualitative and quantitative success measures for each activity, which are part of the strategy's overarching performance and impact framework and can be tracked as part of the Corporate Performance Framework.

3. Investigating the best possible activities and use of assets and resources in pursuit of the outcomes in this strategy, including whether they should continue as they are or be stopped or repurposed .

4. Ensuring activities are delivered within the resources available – monitoring impact and spend to inform resource allocation.

If delivered successfully, this strategy should result in:

1. A diverse and inclusive sport and physical activity offer that reduces inactivity levels and improves the physical and mental health of our residents and workers in the Square Mile, our students and those that access our Open Spaces.

2. An increased number of high-quality major sporting and mass participation events in London and the UK that offer economic, social and/or health benefits for individuals and communities.

3. The City Corporation being recognised as a key partner within bids for and the delivery of major sporting events in London and the UK.

Links to our Corporate Plan

Our vision as the governing body of the Square Mile, as set out in our Corporate Plan for 2018-23, is a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'*. We aim to do this by *contributing to a flourishing society, supporting a thriving economy* and *shaping outstanding environments.* This strategy will support the following outcomes and associated high-level activities within the Corporate Plan (CP):

- **CP Outcome 2:** People enjoy good health and wellbeing
  We will:
  - Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
  - Raise awareness of factors affecting mental and physical health.
  - Provide advice and signposting to activities and services.
  - Provide inclusive access to facilities for physical activity and recreation.

- **CP Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
  We will:
  - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
  - Cultivate excellence in academia, sport and creative and performing arts.

- **CP Outcome 4:** Communities are cohesive and have the facilities they need.
  We will:
  - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
  - Support access to suitable community facilities, workspaces and visitor accommodation.

- **CP Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.
  We will:
  - Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.

- Promote London for its creative energy and competitive strengths.

- **CP Outcome 10:** We inspire enterprise, excellence, creativity and collaboration. We will:
  - Create and transform buildings, streets and public spaces for people to admire and enjoy.
  - Protect, curate and promote world-class heritage assets, cultural experiences and events.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Corporate Volunteering, Social Wellbeing, Mental Health, Education, Visitor Destination and Transport and as such, joint action planning will take place wherever possible. All work delivered through this strategy will also comply with the priorities set out in our Equalities and Inclusion Action Plan.

Conclusion

We are pleased to commend the many and diverse benefits of sport and physical activity through this strategy. We feel that this strategy will contribute positively to London's cultural and community life, build on the existing work of our Open Spaces and schools, and support the delivery of our statutory duties to protect and improve the health and wellbeing of our residents, workers and students, and to promote the value of sport and physical activity to our visitors.

Ultimately, sport and physical activity delivers positive social, economic and health benefits for all. However, as in our own individual lives, there are both challenges and opportunities when it comes to ensuring sport and physical activity is prioritised, and so we know that we must collaborate with others and commit to learning from our work in this space.

Appendix One – Our assets for this strategy

A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at Appendix One, but we recognise that more exist across the City of London family of schools, for example:

Within the Square Mile –

1. **Golden Lane Sport and Fitness Centre** – which we have commissioned Fusion Lifestyle to run.

2. **Outdoor Gym** – located between Lower Thames Street and the Thames riverside, between London Bridge and Old Billingsgate, made up of benches with instructions for completing different exercises.

3. **Guildhall Yard** – available to host sport and physical activity events, including Yard Yoga, Police tug of war, Fetcher's archery etc.

4. **Square Mile Streetscape** – available for use in mass participation sporting events, such as London Landmarks Half Marathon, Square Mile relay etc.

<u>Outside of the Square Mile</u>

Open Spaces –

1. **Hampstead Heath:**
   - Cricket facilities: two cricket nets, one cricket square
   - Football facilities: two pitches
   - Rugby: six grids
   - Tennis facilities: 10 hard courts
   - Swimming facilities: one lido, three ponds
   - Athletics facilities: one full track, one cross country club
   - Other facilities: one bowls and croquet club lawn, one outdoor gym, one orienteering course, one outdoor table tennis table, one soft ball pitch and one rounders pitch (marked and used when required), five angling ponds.

2. **Golders Hill:**
   - Rugby: two grids
   - Tennis facilities: two grass courts, four hard courts
   - Other facilities: two croquet half-size practice lawns, one junior orienteering course, two outdoor table tennis tables.

3. **Hampstead Extension:**
   - Cricket facilities: two cricket nets, two cricket squares
   - Football facilities: three pitches
   - Rugby: three rugby pitches
   - Athletics facilities: 70 m and 100m marked for local schools, one junior cross-country club
   - Other facilities: marked horse-riding bridle routes.

4. **Queens Park:**
   - Tennis facilities: six hard courts
   - Golfing: one nine-hole pitch and putt
   - Other facilities: four trim trail items, two tag rugby team areas from April to August.

5. **Highgate Wood:**
   - Cricket facilities: two cricket nets, one cricket square
   - Football facilities: two pitches
   - Athletics facilities: 70 m and 100m marked for local schools
   - Other facilities: one trim trail.

6. **West Ham Park:**
   - Cricket facilities: three cricket nets, two cricket squares
   - Football facilities: one adult pitch, two junior training pitches, three junior artificial pitches.
   - Tennis facilities: 12 hard courts

- Athletics facilities: 400m and 100m running track marked for school sports days
- Other facilities: one outdoor gym, and up to three rounders pitches (marked and used when required).

7. **The Commons:**
   - Football facilities: one grass pitch leased to Caterham Pumas on Couldson Common.

8. **Wanstead Flats:**
   - Football facilities: 44 pitches in operation, but potential for 60.

9. **Epping Forest:**
   - Cricket facilities: two leased cricket grounds.
   - Athletics: host several cross-country clubs and Orion Hammers is a running club based in the Forest
   - Golf facilities: three leased courses (two are nine hole and one is 18 hole)
   - Other facilities: orienteering course, 25 angling lakes, open to horse riding in summer and marked horse riding bridle routes, able to host school sports days.

10. **Chingford:**
    - Golfing facilities: one golf course.

It should also be noted that the Open Spaces listed above can and are used regularly for a variety of mass participation events, and in some cases, as part of major sporting events.

End of strategy.

EPPING FOREST JOINT CONSULTATIVE COMMITTEE

Tuesday, 8 October 2019

Minutes of the meeting of the Epping Forest Joint Consultative Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:
Graeme Doshi-Smith (Chairman)
Deputy Philip Woodhouse (Deputy Chairman)
Sylvia Moys
Anthony Thomas (FSC representative)
Jennifer White (FSC representative)
Peter Anderson (FSC representative)

Officers:

Richard Holt	-	Town Clerk's Department
Paul Thomson	-	Superintendent Epping Forest
Jo Hurst	-	Open Spaces Department
Jacqueline Eggleston	-	Open Spaces Department
Helen Robertson	-	Centre Manager, FSC
Simson Ward	-	Heard of East Region, FSC
Mark Bolland	-	Director of Infrastructure, FSC

1. **APOLOGIES**
   Apologies were received from Gregory Lawrence.

2. **DECLARATIONS OF INTEREST IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations.

3. **MINUTES**
   The Committee considered the minutes of the previous meeting of the Epping Forest Joint Consultative Committee.

   RESOLVED- The minutes of the previous meeting of the Epping Forest Joint Consultative Committee were agreed as an accurate record.

4. **FSC EPPING FOREST REPORT JANUARY – AUGUST 2019**
   The Committee received a report of the Forest Skills Centre (FSC) Manager on the work undertaken by the FSC Epping Forest between January and September 2019. The FSC Manager explained that the Epping Forest FSC was on target to surpass the targeted 19,500 learners and highlighted a number of specialist events held to engage with a wider range of learners. In addition, the FSC Manager noted that as the Epping Forest FSC approached its 50th anniversary Officers would be considering the how best to commemorate this date.

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The FSC Director of Infrastructure explained that issues of sustainability, both financial and environmental, were central to the FSC's future planning noting that the centre aimed to be carbon neutral by 2030. The FSC Manager thanked Officers from the City of London Corporation for their role in facilities management of the Centre. Following a question from the Chairman the Director of Infrastructure confirmed that the FSC would be moving toward zero single use plastics by the end of 2020. A Member of the Committee commented that the use of energy was still too high across the FSC noting that education and training were the best method for combating this in the long term.

Replying to a question from a Member the FSC Manager explained that a new website for the FSC, which was due to be completed in November 2019, would improve the booking system for learners and provide the Epping Forest Centre with a position of prominence within the website.

RESOLVED- That the report be noted.

5. **FSC EPPING FOREST: 2018-2020 FINANCIAL PERFORMANCE REPORT**
The Committee received a report of the FSC Manager on the FSC Epping Forest 2018-2020 Financial Performance Report. The FSC Manager explained to Members the effect that investments made on the financial figures provided.

Members discussed if the Committee should receive detailed financial reports going forward and whether the report should be considered in the non-public section of the Committee. The Chairman commented that Members found the financial reports helpful and would be appreciate if the Committee could continue to receive similar reports provided that the impact on Officers time was not counterproductive.

RESOLVED- That the report be noted.

6. **FSC EPPING FOREST: 2020 PLAN**
The Committee received a report of the FSC Manager on the FSC Epping Forest 2020 plan. The FSC Manager highlighted the engagement with the Open Spaces learning strategy and the planned 50-year anniversary commemoration events. A Member of the Committee commented that the promotion of wellbeing was a key element of the FSC plan.

RESOLVED- That the report be noted.

7. **QUESTIONS**
There were no public questions received.

8. **ANY OTHER BUSINESS**
There was no urgent public business considered.

9. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds

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that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Paragraph No.
10	3

10. **THE EPPING FOREST FIELD STUDIES CENTRE - HEADS OF TERMS**
The Committee considered a report of the Director of Open Spaces regarding the Heads of Terms for the Epping Forest Field Studies Centre.

RESOLVED- That the report be agreed.

11. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions received in the non-public session.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent business considered in the non-public session.

The meeting closed at 2.18 pm

Chairman

Contact Officer: Richard Holt
Richard.Holt@cityoflondon.gov.uk

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Committee(s)	Dated:
Epping Forest and Commons Epping Forest Consultative Committee	18 11 2019 13 02 2020
Subject: Epping Forest - Superintendent's Update for August to September 2019 (SEF 44/19)	**Public**
Report of: Director of Open Spaces	**For Information**
Report author: Paul Thomson – Epping Forest	

Summary

This purpose of this report is to summarise the Epping Forest Division's activities across August to September 2019.

Of particular note was the above average rainfall for the two months which has helped restore soil moisture deficit levels and reduce fire risk; three successful prosecutions by enforcement officers; the submission of a £5 Million part-common Countryside Stewardship Scheme application; a response to the London Borough of Waltham Forest's Local Plan and the use of a new tractor-mounted Quad saw cutting head to improve the management of trees adjacent to shared used trails.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Staff and Volunteers

1. A Forest Keeper has retired, after 23 years' service. Recruitment is underway to fill the vacancy on a fixed-term contract basis.

Budgets

2. At the six-month point spend is at approximately 42% rather than 50% of the operating budget, this position reflects restricted spending to address an anomalous £100,000 shortfall resulting from a grant income interregnum this year. The shortfall is planned to be managed, by vacancy management and a temporary reduction in grounds maintenance budgets. Plans are in place to

manage the budget shortfall alongside additional spending commitments by the year end.

Weather

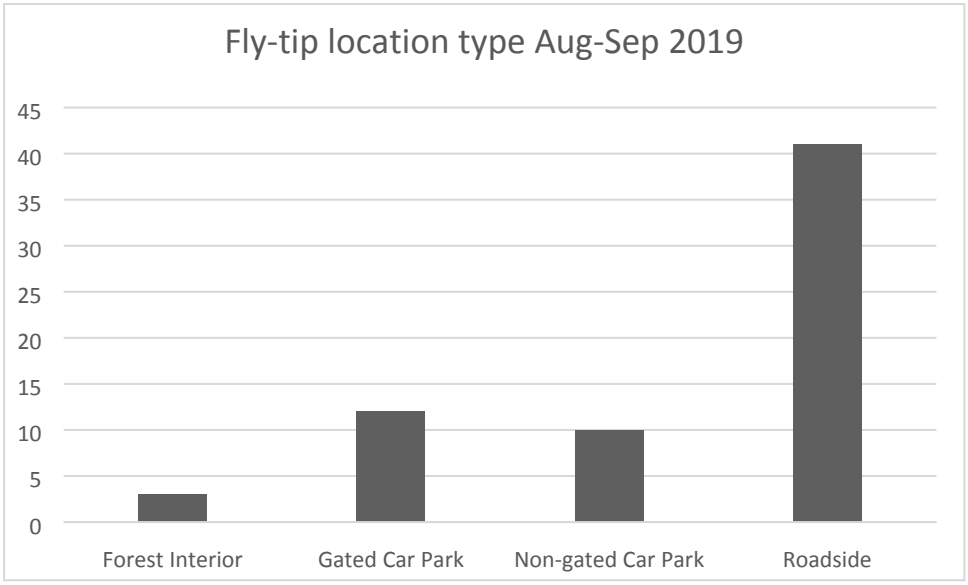
3. August 2019 had a mix of dry and wet days, with the longest stretch of dry weather lasting 8 days. The total rainfall for this month was 46.6mm of rain which is close to the average of 43.15mm of rain for this time of year. There was a total of 13 days of rainfall with the wettest day being the 14 August, where 13.6mm of rain fell.

4. September had a very similar pattern to August in terms of a mix of wet and dry days with the longest stretch of dry weather lasting 7 days. The total rainfall for this month was 63.8mm which is well above the average of 42.7mm for this time of year. There was 16 days of rain in total with the wettest being the 23 September, where there was 16mm of rain.

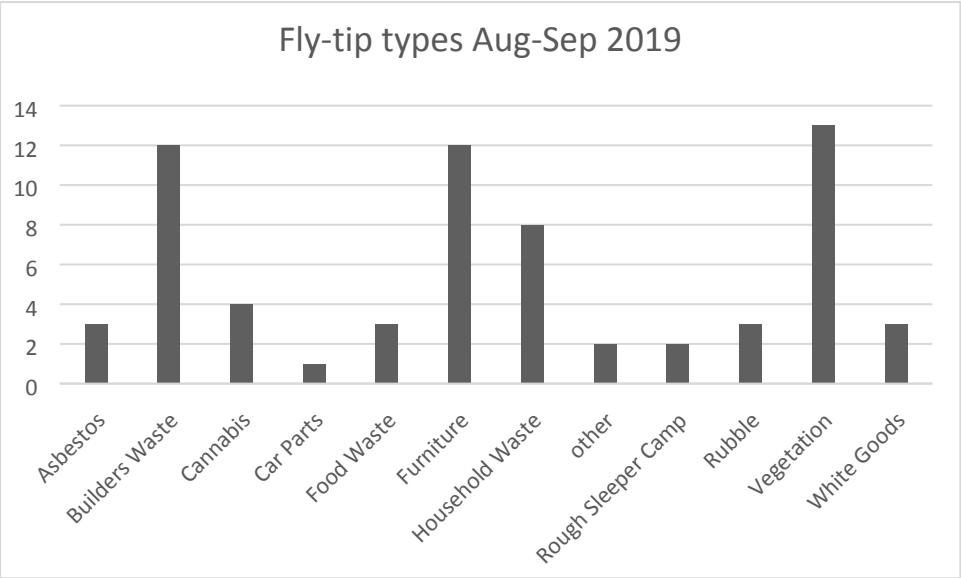
Forest Services

Fly-tipping

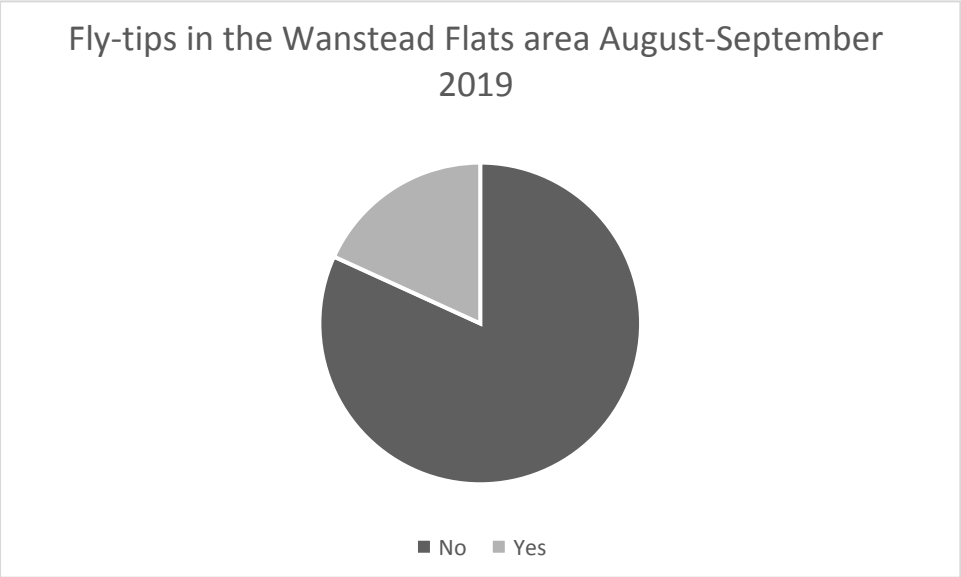
5. There were a total of 66 fly-tips over the period of August – September 2019, which represents a 34% increase over the same period last year.



6. Roadside locations remains the most prominent location for fly-tips to occur on the Forest, representing 41 of the 66 tips (62%).



7. Builders waste and furniture represent 18% of all tips respectively. There was a noticeable rise over the period of the quantity of small-scale garden waste/vegetation tips amounting to 13 tips, 7 of which were found around the High Beach area. These tips contributed to increase over the period. The perpetrator is possibly a gardening firm working in the local area.



Enforcement Activity

8. There were three Byelaw prosecutions and one Environmental Protection Act prosecution during the period under report.

Date	Defendant Name	Offence Accepted 33: Deposit 34: Duty of Care	Court Name	Outcome	Costs Recovered
29.08.2019	Connor HARMER	Byelaw 3 (5) Damaging Trees	Chelmsford	Guilty	Costs: £93 Fine: £200 V/S £30
29.08.2019	James HUDSON	Byelaw 3 (5) Damaging Trees	Chelmsford	Guilty	Costs: £93 Fine: £200 V/S £30
29.08.2019	Geoff CASLAKE	Byelaw 3 (5) Damaging Trees	Chelmsford	Guilty	Costs: £93 Fine: £440 V/S £30
21.08.2019	Joe GREEN	EPA 34	Chelmsford	Guilty	Costs £400 Fine £333 V/A £30

Total Costs Awarded to Epping Forest	£679
Total Fine	£1,173
Total Victim/Surcharge	£120
Total	£1,972

Unexplained Deaths

9. There have been no unexplained deaths over the reporting period. Forest Keepers worked closely with the Police to prevent a potential self-harm incident from escalating at Leyton Flats on 18 August.

Rough Sleepers

10. There were 8 rough sleeper camps over the period; Wanstead Flats, Leyton Flats and Walthamstow Forest. One camp comprised of multiple tents and a significant amount of rubbish (500kg). The remaining camps were removed on 5 October.

Licences

11. A total of 54 licences for events were issued during the two months being reported, which yielded an income of £37,008 plus VAT. 53 licences were issued during the same period in 2018 (income of £36,465.44).

Unauthorised Occupations

12. There were 2 traveller incursions on Friday 30 & on the 3 September when 15 vehicles and 10 caravans entered Forest Land at Honey Lane and broke a gate. They were quickly moved on without Police assistance.

Dog Incidents

13. During the period there were 2 reports of dog-related incidents over the period:

- 09/08/2019 Small dog attacked and killed on Leyton Flats
- 01/10/2019 Report of an out of control dog jumping up onto tables in Wanstead Park taking food from small children scaring them.

Deer Vehicle Collisions

14. There were a total of 11 Deer Vehicle Collisions (DVC) during this reporting period: Two of the 11 deer were killed on Piercing Hill near the Golf Course.

Heritage; Landscape and Nature Conservation

Biodiversity

15. As part of a long-term study of bats within the Warren Plantation, Copped Hall Estate and the tunnel under the M25, licenced trapping sessions are occasionally undertaken (by staff and volunteers) to help with identification and establish the breeding condition of bats within these sites. The highlight of the trapping was the capture of 2 barbastelle bats in September, one female and one male within the Warren Plantation. The female was shown to be a post lactating individual and the male showing signs of having bred (testicle shape and colour). Barbastelle is a rare woodland species within the UK, this is the first ever documented evidence of breeding within the Forest.

Agri-environment Schemes

16. The Conservation Team submitted an application to the Countryside Stewardship grant scheme at the end of August. The application seeks funding to contribute to the management of the Forest's most important habitats and rarest species. If successful, the grant will provide funding for 10 years. The outcome of the application will be known by the end of the year. The application covers approximately half of the Forest. A second application for the remaining parts of the Forest will be prepared.

Heritage

17. As part of the application process for the Countryside Stewardship grant scheme, Officers undertook the required liaison with Historic England to discuss the management of important heritage features within the application areas. The main feature within the discussions was Loughton Camp and it has been agreed with Historic England that to help conserve this Scheduled

Monument, bracken, bramble and holly will be removed from the site to both protect the buried archaeology and allow the site to be viewed better by visitors.

Contractors

18. Contractors have resumed work on wood pasture restoration which will continue until the winter. Work will take place at Pole Hill, Lords Bushes and Bury Wood.

Land Management

Town & Country Planning

19. Officers have been closely involved in reviewing the Inspectors Interim Advice for the Epping Forest District Local Plan which was published on the 8 August and reported to your Committee in September. Considerable work was also undertaken in the preparation of The London Borough of Waltham Forest's Regulation 18 Local Plan public consultation, ahead of the consultation deadline of 30 September. This response is the subject of an accompanying Local Report.

Town & Country Planning – Development Control

20. Officers have made a further response objecting to the proposed development at Woodberry Way, Chingford.

Land Registration

21. A successful registration claim was made for Forest Land at the junction of Mott Street and Lippitt's Hill.

Operations

Habitat Works

22. Grass cutting by staff and contractors has been the main habitat management activity during this period. Contractor-led cutting represents around 55-60% of the annual area cut and was largely complete for the end September. Late in August staff also commenced cutting areas cleared as part of our wood pasture restoration program undertaken over the last ten years. The initial restoration work was funded by a Countryside Stewardship grant and this year and next will be a test of our capacity for maintaining these grant legacy areas. Staff also provided additional support for the grazing team on tasks such as fencing and ground works.

Insurance works

23. So far in 2019, for the period up to the end of September The City Corporation has had been the subject of 17 insurance claims , representing a combined claim of £52,564. Nine claims relate to tyre damage on dragons' teeth at car parks, three to consequent damage to property from falling, three claims of subsidence damage related to our trees and two claims for damage to vehicles caused by trees. Operations staff work closely with the City of London insurance team to manage potential liability issues related to these claims.

Risk Management Works

24. Tree Safety works continue apace with at a least an arborist team tasked daily with progressing the list of nearly 600 jobs our inspectors identified. During the period staff have also continued cutting back sightlines at gateways. Our contractor started Highway verge cutting in August with work continuing over the next couple of months. Verges in the south of the Forest were worked in the first instance. Coordinating our response to Oak Processionary moth and liaising with contractors removing nests took a month of an arborists time during this period.

Access Works

25. Using the new tractor -multibladed Quad saw head, work commenced in August to open up overgrown rides in the Forest. In the first instance, to make use of the drier ground conditions, unsurfaced official rides on Pole Hill, Yardley Hill and Hawkwood were cut back. Subsequent work progressed to the Green Ride in the period. The new saw head has considerably improved productivity and the Operations team has been able to progress more quickly along some quite overgrown sections. Follow-up work is still needed through the use of a traditional tractor-mounted flail cutter to respond to associated brambles and low growing woody material.

Visitor Services

Events

Open House weekend: 21/22 September

26. Epping Forest contributed four events to Open House 2019 on 21 and 22 September. Epping Forest Visitor Centre at Chingford (The View) and Queen Elizabeth's Hunting Lodge, attracted a total of 805 visits across the weekend despite closure of the overground line Chingford-Liverpool Street.

27. The Wanstead Heritage Walk and the Hollow Ponds Heritage walk. were pre-booked to their maximum of 35 and started at tube stations. All events attracted new visitors as well as drop-in regulars, with people accessing sites via bus, tube, replacement bus, foot and car.

Ways of Seeing August events

28. A total 18,290 visits were made over the duration of the Ways of Seeing exhibition featuring works by Jacob Epstein and Clare Woods organised as part of LB Waltham Forest's London Borough of Culture (April to August). Two summer holiday family events were delivered to support the exhibition with 29 people attending the workshop on 21 August and 33 on 28 August. The partnership working initiated a very positive relationship with the Government Art Collection: and the City is in discussions about arranging a further loan of artwork in 2020.

The Temple summer weekend opening

29. The Temple was opened every weekend from 28 July to 1 September including the August Bank Holiday Monday. The event offered a historic games activity linked to the known children of Wanstead Park owners through the centuries from the Rich Tudor family to the Wellesley Poles and Keeper Puffet's family.

30. The summer opening was less well attended than hoped with visit counts ranging from 23 on Sunday 23 August (Bank Holiday weekend) to 116 on Sunday 4 August. The figures for the 13 days' opening in total was 621 (an average of just under 50 people per day).

Chingford Culinary event: our Tudor contribution

31. On 28 September, Queen Elizabeth's Hunting Lodge was the launch venue for the London Borough of Culture culinary tour of Chingford organised by Abdul Maalik-Taylor. Participants found out about what Tudor luxuries – and venison – might have been served at the Hunting Lodge and tasted quince paste, marzipan and ginger biscuits with a 'Victorian' cup of coffee; a nod to the Retreat history of the building.

Museum Accreditation

32. Arts Council England have revised the museum accreditation framework and extended the period between submissions from 3 years to 5 years. The View (Epping Forest collection,), accredited in 2016 and is awaiting notification of a new resubmission date. Work is in progress to revise the 2016 documentation and policies in the light of the new framework alongside progress on cataloguing, backlogs and ways to display more of the collection to the public.

Chingford Golf Course

33. Sports turf consultants STRI were contracted to review the grounds management of the golf course. STRI's report has helped highlight potential improvement areas. In addition, CCTV has been installed to the workshop at Jubilee Yard. Due to the periodic dry weather, daily watering was carried out in August on greens and tees which also required irrigation system maintenance works including the replacement 8 pop-up sprinklers. Wetting agents and nutrients were also applied to help encourage growth on the greens. All tees and greens were top-dressed to help elevate compaction. Sadly, the water storage tank for the irrigation system which is over 30 years has been compromised by a cracked foundation. A new tank expected to cost5,000 is currently being considered by the City Surveyors Department.

34. Total revenue from online sales this period is £8,281.50, total revenue from reception was £60,384.93 broken down into:

Breakdown of figures from Reception			
	2018/19	**2017/18**	**Difference (+/-)**
Green fees:	£45,630.25	£54,778.82	-£9148.60

Drinks:	£1810.80	£1760.40	+£50.70
Hire Equipment:	£6255.00	£7246.00	-£911.00
Shop Sales:	£4179.20	£3349.90	+£829.30
Wanstead:	£2229.50	£2548.00	-£315.50
Horse Riding:	£280.18	£403.90	-£123.72

35. Online bookings for the same period last year was £6612 compared to £8,281.50 this year, an increase of £1,669.50 (25%). Total revenue from reception last year was £70,086.75 compared to £60,384.93 in the current year, a decrease amounting to £9701.82. (-13%). Compared to last year the total difference in revenue equates to a decrease in income of £8,032.32 (-10%). The number of rounds for August & September last year was 5077. This year number of rounds for August & September was 4941. A decrease of 136. (-2%), reflects reduced play associated with the much wetter summer this year.

Wanstead Flats

36. September saw the start of the Football season with block bookings secured from 13 teams, 4 leagues and 2 soccer schools.

37. Parkrun attracted 2,044 runners in August and September this year, representing an increase of 187 on the same period last year. This initiative continues to grow and attract new runners to the Forest.

Visitor Numbers

38. Visitor numbers were generally higher in August than the previous year, reflecting a trend for increased footfall despite reduced number of events. September was lower due to lesser event put on for Open House and the wet weather.

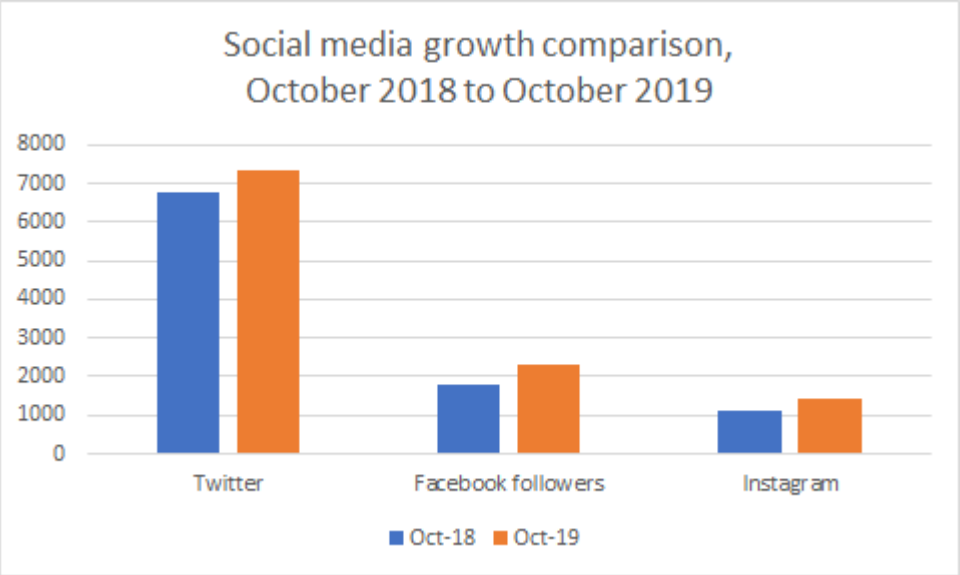
Visitor Numbers	QEHL 2019	*2018*	View 2019	*2018*	Temple 2019	*2018*	High Beach 2019	*2018*	Total 2019	*Total 2018*
Aug	↓ 2957	3973	↑ 4658	3973	↑ 463	*0*	↑ 2592	*2458*	↑ 10670	6395
Sept	↓ 1719	1872	↓ 3221	3280	↑ 69	*0*	↓ 1684	*2055*	↓ 6693	7408

Communication and Information

39. As of 16 October 2019 our social media following is:

- Twitter followers: 7,359, an increase of 8.5%
- Facebook likes: 2,130
- Facebook follows: 2,310 an increase of 30%
- Instagram followers: 1,452, an increase of 28%

40. The chart below shows a comparison of our figures at the same point in 2018:



41. The recent autumn edition of Forest Focus, which featured a historical article on the charcoal burners of Epping Forest, an article on fungi, a celebration of 200 years since the birth of Queen Victoria, and her relevance to Epping Forest, and information on taking care to avoid deer crossing Forest roads, was very well received and was widely promoted as an e-zine online, as well as copies distributed very widely throughout centres and cafes in the Epping Forest area.

42. New signage installed at Wanstead Flats has been very well received by the local community. This signage promotes the special wildlife importance of Wanstead Flats and serves to remind people that skylarks require extra consideration in this area.

Major incidents

There were no major incidents during the reporting period. A Forest Keeper did successfully manage a significant event on 25 August regarding a serious accident involving two cyclists at Fairmead Road which required first aid, crowd control and support for the landing of an Air Ambulance on Fairmead Plain.

Appendices

- None

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Committees: Epping Forest & Commons Committee *[for decision]* Projects Sub Committee *[for decision]*	**Dates:** 18 November 2019 19 November 2019
Subject: Baldwins and Birch Hall Park Ponds **Unique Project Identifier:** 11002	**Gateway 4:** **Detailed Options Appraisal (Regular)**
Report of: Director of the Built Environment **Report Author:** Mark Bailey	**For Decision**
PUBLIC	

1. Status update	**Project Description:** This project involves the design and implementation of proposed works to the impounding earth embankment dams to two large ponds in Epping Forest in the interests of public safety, as independently recommended by the appointed reservoirs Panel Engineer. There is a need to stop progressive deterioration from leakage and internal erosion in both dams and to provide solutions which enable the dams to safely pass the flow from extreme storm events without the risk of uncontrolled overtopping and dam failure. **RAG Status:** Amber (Amber at last report to Committee). **Risk Status:** Medium (Low at last report to committee). **Total Estimated Cost of Project (excluding risk):** £ 1,335,000 (including works, fees, investigations, staff costs, approvals, etc.). **Change in Total Estimated Cost of Project (excluding risk):** The estimated cost of the preferred option at Gateway 3 was £675,000, with costs ranging up to £2,930,000 for other options. The latest estimated cost now proposed therefore exceeds the equivalent gateway 3 estimate but is within the previously estimated upper cost range last reported to Committee. It should be noted that comparative costs for this option at GW3 only included works costs and not fees, investigations or staff costs Whilst the works estimates for Birch Hall Park Pond have now reduced from £310k to £100k, the estimated works costs for Baldwins Pond have risen from £365k to £880k.

	This is as a result of the ground investigations (since GW3) showing that the causes of seepage through the dam are more widespread than previously assumed, resulting in an increased extent of works to remediate. **Spend to Date:** Approximately £40,000 (surveys, investigations and staff costs). **Costed Risk Provision Utilised:** No CRP was established by previous reporting, although a CRP of £380,000 is now recommended for the project life as a whole, subject to further mitigation prior to Gateway 5, primarily relating to construction stage risks of specialist civil engineering works at Baldwins Pond at a remote and challenging location. **Slippage:** Delivery of the project has been previously delayed (from estimates of completing works in 2014/2015) due to competing staff resources on other capital projects. However, the additional time in monitoring leakage at one of the two dams has been highly beneficial in helping to determine a relatively simple and economic solution. **Fundamental Review:** Note that this project was agreed for progression outside of the fundamental review on essential health and safety grounds.
2. Next steps and requested decisions	**Next Gateway:** Gateway 5 **Next Steps:** 1. Liaison with planning authority and other statutory bodies in relation to both work sites; 2. In-house preparation of detailed design proposals and tender documentation for works to Birch Hall Pond; 3. Early liaison and communication with local community. 4. Tendering a traditional works contract for Birch Hall Pond with a target works programme in summer 2020; 5. Preparation of project brief (employers' requirement) and tender documentation for a design-build contract for remedial works to Baldwins Pond; 6. Tendering a design-build works contract for Baldwins Pond with a target works programme in summer 2021; 7. Stage 1 appointment of design-build contractor to undertake detailed design and obtain statutory approvals for Baldwins Pond; 8. Preparation of brief and tender documentation for a Cost Consultant to advise the City and check contractors proposals in respect of Baldwins Pond; 9. Tendering and appointment of Cost Consultant in respect of Baldwins Pond;

	Requested Decisions: 1. That recommended Option 3 (to carry out repairs to the dams) is approved; 2. That the estimated total budget for the project of **£1,335,000** (excluding risk provision) is approved, including £40,000 spent to date. 3. Note the following proposed funding arrangements: a. funding of £300,000 from **Epping Forest Capital Fund** (for Baldwins Pond only) be approved by the Epping Forest and Commons Committee b. the balance of the future funding requirement (excluding risk) of up to £995,000 to be funded from **City's Cash Reserves**, subject to the approval of Resource Allocation Sub-Committee (and other relevant committees) c. funding for the costed risk provision of up to £380,000 to be allocated from City's Cash reserves subject to the approval of Resource Allocation Sub-Committee (and other relevant committees) under separate report; <u>re: Birch Hall Park Pond</u> 4. That a budget of **£30,000** from **City's Cash** is approved and released for fees, staff costs, statutory approvals and public engagement to further progress the project to Gateway 5 for **Birch Hall Park Pond**; 5. That Delegated Authority is given to Chief Officer to appoint a contractor for works at **Birch Hall Park Pond** at Gateway 5, subject to successful procurement and remaining within the estimated budget of **£100,000** for works at this location (but subject to use of Costed Risk Provision at G5 as item 10 below); <u>re: Baldwins Pond</u> 6. That budget of **£242,500** from **Epping Forest Capital Fund** (EFCF) is approved and released for fees, investigations, staff costs, statutory approvals and public engagement to further progress the project to Gateway 5 for **Baldwins Pond**; 7. That Delegated Authority is given to Chief Officer to appoint a Design-and-Build contractor <u>for the design stages</u> of the **Baldwins Pond** scheme, subject to successful procurement and remaining within the estimated budget of **£100,000** for these fees (but subject to the use of Costed Risk Provision at G4 as item 9 below);

	8. That Delegated Authority is given to Chief Officer to appoint a Cost Consultant for the design stages of the **Baldwins Pond** scheme, subject to successful procurement and remaining with the identified project budget of **£50,000** for these fees (but subject to the use of Costed Risk Provision at G4 as item 9 below);; 9. That Delegated Authority is given to Chief Officer to appoint the Design and Build contractor for works at **Baldwins Pond** at Gateway 5, subject to satisfactory completion of design, statutory approvals and remaining with the estimated budget **£880,000** for works at this location (but subject to use of Costed Risk Provision at G5 and item 10 below). <u>re: Costed Risk Provision</u> 10. That a Costed Risk Provision (CRP) of **£100,000** is approved at **Gateway 4**, to be drawn down via delegation to Chief Officer for the fee/investigation items specifically identified in the appended Risk Register, funded by **City Cash**. 11. That a further Costed Risk Provision (CRP) of **£280,000** is approved for use at **Gateway 5** (if required and subject to mitigation in the interim) under delegated authority to Chief Officer, for works items specifically identified in the appended Risk Register, funded by **City Cash**
3. Resource requirements to reach next Gateway	*For recommended option **3**:* Please refer to Tables 1 and 2 below.

Table 1: Resource requirements to reach next Gateway for Birch Hall Park Pond

Item	Reason	Funds/ Source of Funding	Cost (£)
Birch Hall Park Pond			
Statutory Approvals (including surveys)	To gain approval to commence works	City's Cash Reserves (subject to the approval of RASC and other relevant committees	10,000
Public Consultation	PR/Reputation		5,000
Panel Engineer Fees	To review and approve designs		5,000
Internal Staff Costs	Design, tender preparation and project management		10,000
Total			**30,000**

Birch Hall Park Pond falls within Buffer Land and funding is therefore requested from City's Cash reserves, subject to the approval of Resource Allocation Sub Committee, the Policy and Resources and Finance Committees and the Court of Common Council.

Table 2: Resource requirements to reach next Gateway for Baldwins Pond

Item	Reason	Funds/ Source of Funding	Cost (£)
Baldwins Pond			
Statutory Approvals (including surveys)	To gain approval to commence works	Epping Forest Capital Fund (subject to a project cap of £300k), thereafter City's Cash Reserves (subject to the approval of RASC and other relevant committees	10,000
Investigations	To confirm parameters needed for design		50,000
Design Fees	Stage 1 appointment of D&B Contractor		100,000
Cost Consultancy Fees	Appointment of Cost Consultant		50,000
Panel Engineer fees	To review and approve designs		10,000
Public Consultation	PR/Reputation		5,000
Internal Staff Costs	Checking, tender preparation and project management		17,500
Total			**242,500**

Baldwins Pond is situated within Forest Land. Funding of Capital costs associated with this project are requested partly from the Epping Forest Capital Fund, on the basis that it falls with the meaning of Section 41(1) of the Epping Forest Act 1878 with regards "expenses properly chargeable on capital". However, this will be subject to a cap of £300,000, recognising the availability of resources and prioritisation against other calls on the Fund. It is proposed that funding of project costs above this cap will be met from City's Cash Reserves, subject to approval by Resource Allocation Sub Committee, Policy and Resources and Finance Committees and the Court of Common Council.

	Costed Risk Provision requested for this Gateway: £100,000 (as detailed in the Risk Register – Appendix 2) from **City's Cash Reserves (**subject to approvals**)**
4. Overview of project options	Both of these earth embankment dams are believed to be over 100 years old and are both subject to similar concerns which could potentially lead to catastrophic failure, namely: - a) Progressive internal erosion from seepage from the ponds. b) Erosion from uncontrolled over-topping under extreme weather events. These dams did not originally fall within the scope of the Reservoirs Act 1975, as impounding less than 25,000m^3 of water. However, the Flood and Water Management Act 2010 reduced this threshold down to 10,000m^3 and both reservoirs will be redefined as statutory Large Raised Reservoirs when the 2010 Act is brought into force. Irrespective of these potential changes in legislation, the dams are currently managed as statutory in respect of the City's obligations under the Health & Safety at Work Act 1974 and the Occupiers Liability Acts and are consequently subject to biannual inspections by the appointed reservoirs Panel Engineer. At Gateway 3, the following options were outlined for both dams, to mitigate risks: - 1) Remove dam and pond, 2) Demolish and reconstruct dam, 3) Carry out repairs to dam, 4) Reduce the size of the pond retained by the dam. Since Gateway 3, the following progress has been made: - • Topographic and bathymetric surveys • Ground investigations • Regular visual monitoring of dam leakage by Open Spaces staff • Biannual safety inspections by Panel Engineer • Consideration of preliminary design options by Department of Built Environment (Engineering Team) and Open Spaces. • Project liaison with Open Spaces, Chamberlain and City Procurement The summary of outcomes and recommendations from these detailed options appraisals are presented separately for the two sites: -

	Birch Hall Park Pond (Deer Sanctuary) Visual monitoring has indicated that seepage issuing on the downstream face of the dam ceases when pond levels fall below a certain level. This stable water level is approximately 300mm below the invert level of the temporary outfall pipe that was installed in 2012. This pond is an important asset for watering of the deer herd within this sanctuary, but also has other positive environmental credentials. After careful consideration, it has been established that by far the most expedient and economic option is a hybrid of options 3 and 4, with repair works (option 3) that involve: - a) The formation of a narrow overflow weir and spillway (up to 10m wide), to safely pass extreme flood events without uncontrolled overtopping along the dam crest, b) Setting the new weir level such that dry-weather water level in the pond is lowered to a point which mitigates leakage in the dam, c) Construction of a 2.5m wide unbound track across the sanctuary in order to facilitate current and future maintenance access requirements, or for use in an emergency. The benefit of this option over options 1 and 2 is that it is considerably cheaper and less intrusive – particularly avoiding wholesale removal of trees and grubbing-out/repairing of root intrusions along the 150m length. As leakage is clearly only confined to the top 600 to 900mm of the dam (typical of the root zone of mature trees), the permanent lowering of water levels will mitigate this effect, with only a small reduction in the plan footprint of the pond being apparent. In comparison, options 1 and 2 are very expensive, whilst option 4 alone does not fully mitigate risks for the dam. Baldwins Pond Of the two locations, this is by far the most challenging and warrants a different approach in terms of technical solution, programme and procurement. Removal of the dam/pond (Option 1) is likely to meet with strong objection from the local community and is potentially unacceptable on environmental grounds without extensive mitigation or remediation works. The pond forms an important feature within the Epping Forest Site of Special Scientific Interest (SSSI) and Special Area of Conservation (SAC). This

	is aside from the fact that this would be a challenging and costly earthworks exercise at this location. Option 4 (lowering of water levels) would also be likely to meet resistance on aesthetic and environmental ground – but without doing anything on its own to significantly mitigate the risks to the dam from seepage or overtopping in flood events Option 2 (reconstruction of the dam) would be very expensive and intrusive, particularly when there are repair solutions available which meet the project objectives at a much-reduced cost and with an adequate level of confidence. This report therefore recommends a programme of repair works (option 3) as follows: - a) Excavating/forming a narrow impermeable cut-off wall through the dam on its long axis, taken to a depth of up to 8m maximum and toed into natural clay subsoil beneath the dam, supplement by injection grouting of the dam where necessary - to sever all leakage paths and mitigate internal erosion risks. b) Construction of an auxiliary emergency spillway at the dam crest, to safely pass extreme flood flows that cannot be conveyed by the current culverted outfall arrangement c) Relining the current 900mm culvert that passes through the dam, but whose integrity and impermeability has been compromised by previous vandalism (fire damage) d) Re-training works to the stilling basin on the downstream side of the dam, to dissipate culvert/spillway flows e) Improvements to current track access to form a haul route to this site within a steep sided valley, to assist the above construction works and future dam maintenance operations (or emergency access) It should be made clear that internal erosion of dams from leakage flows is progressive and, over time, increases the risk of dam failure. It is therefore recommended that these works are not deferred any longer than is necessary to complete all design works and gain statutory approvals. In relation to the latter, a Habitats Regulations Assessment (HRA) is required and this would have to examine the impacts of all the aspects (programme a) – e) above) of the preferred Option 3 on the Special Area of Conservation (SAC) and also assess alternatives (including the other Options). Given the prominent position of Baldwin's Pond and restrictions on public access during the works, it will be necessary for a co-ordinated communications programme to keep the public fully apprised of the projects progress.

	For this reason, as well as the complexity of the solutions required for Baldwins Pond, which has become apparent from further investigation and analysis, the risk status of the project has been increased from low to medium.
5. Recommendation	• For both locations, Option 3 (repairs to the dam) is recommended for the reasons stated in the previous section. • In the case of Birch Hall Pond, the recommended repair solution also leads to a slight lowering of water levels in the pond and slight loss of plan footprint (as option 4). • It is considered that the recommended options mitigate the risks to the City and the public in the most economical and environmentally sensitive manner.
6. Risk	At the current time, a Costed Risk Provision (CRP) of £380,000 is estimated for the whole project life, although highly subject to further mitigation prior to Gateway 5. This figure mainly relates to construction stage risks and reflects the nature of design-and-build procurement and the current absence of a completed design and quantum of works for Baldwins Pond. Additionally, there are risks that a premium may need to be paid for the difficult access conditions at this site which is very difficult to quantify without contractor involvement. A Costed Risk Provision (CRP) of £100,000 from City Cash is requested for this Gateway, primarily due to current uncertainty on (a) the cost of Design-and Build contractor fees and (b) the scope of further investigations required by contractors to complete and underwrite their designs. Further information available in the Risk Register (Appendix 2) and Options Appraisal.
7. Procurement strategy	• It had previously been considered appropriate and most efficient to let the works at these two sites as a single contract. However, the technical solutions and programmes that have developed following the investigations and analysis subsequent to Gateway 4 now lend themselves to separate contracts and separate procurement strategies for the two sites. • In the case of Birch Hall Pond, the simple proposals do not require the services of external consultants to design or specify. The works required are relatively low complexity (mainly simple earthworks) and lend themselves to a traditional construction contract, let by competitive tender or under the term highways contract (by agreement). Subject to statutory approvals, implementation of these works in late-summer 2020 would appear feasible, when the soil on access routes is at its driest.

	• However, the works at Baldwins Pond are likely to be very challenging in terms of both access and the technical solution for forming the cut-off wall through the dam, as well as temporary works to protect the dam and access routes. These challenges do not fall within the normal field of expertise of design consultants and it is recommended that these considerations and risks are far better managed by a specialist civil engineering contractor as part of a design-and-build project. Due to the complexity of the proposals, the higher level of stakeholder coordination required and the more rigorous process to obtain approvals (not least for works in a SAC/SSSI), it is considered that implementation of works during summer 2021 is a more realistic target, to enable sufficient time for detailed design, consultation and statutory approvals. • The added advantage of separate contracts is that any delays in approvals or design for the more complicated Baldwins Pond scheme will not frustrate progress with Birch Hall Park Pond and mitigating the City's risks in respect of this asset at the earliest opportunity.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Cost Breakdown for Recommended Option
Appendix 4	PT4 Procurement Form

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Options Appraisal Matrix

Option Summary	*Option 1*	*Option 2*	*Option 3 - Recommended*	*Option 4*
1. Brief description of option	Remove the dams and ponds	Demolish and reconstruct the dams	Carry out repairs to the dams	Reduce the size of the ponds by lowering dam crest levels
2. Scope and exclusions	• Includes for full removal of dams as impounding structures, with related loss of pond features. • Would require a replacement bridge/walkway structure at Baldwins Pond to maintain the "Clay Ride" route across the steep sided valley, in addition to considerable environmental mitigation measures from loss of pond within SSSI/SAC • Excludes a replacement source of drinking water for deer at Birch Hall Park	• Includes for removal and full reinstatement of both dams, in order to retain both pond assets and valley crossing at Baldwins (Clay Ride)	• Includes for construction of new overflow spillways and remediation of leakage paths at both dams, plus re-lining the existing culvert outfall to Baldwins Pond • In the case of Birch Hall Park dam, remediating dam leakage is most effectively achieved by simply a permanent lowering of water levels by approximately 300mm, as monitoring has demonstrated that only the top of the dam is subject to leakage.	• This option is partially inherent in the recommended solution to remediate dam leakage for Option 3 for Birch Hall Park Pond, but reduces the maximum volume of either pond to less than 10,000m3 (the threshold under the Flood and Water Management Act 2010) • However, this option does not obviate leakage problems at Baldwins Pond, nor works to safely pass design storm events at either location.

Project Planning				
3. Programme and key dates	• Not established, but similar to recommended option 3	• Not established, but more involved and longer than option 1	• Expected programme of works at Birch Hall Park pond summer 2020 • Expected programme of works at Baldwins Pond summer 2021	• Not established, but similar to recommended option 3
4. Risk implications	Medium Risk • Removes liability in terms of raised reservoir but adverse effects on ecology and SSRI/SAC in the case of Baldwins, with risk of objection and/or expensive mitigation measures	Low Risk • Liability for raised reservoir remains, albeit retained by modern dam construction • Failure of dams/ponds in temporary works condition	Medium Risk • Liability for raised reservoir remains • Failure of dams/ponds in temporary works condition • Further information available within the risk register (appendix 2).	Low Risk • Liability for raised reservoir under Reservoirs Act or Flood and Water Management Act removed, albeit liability under other H&S Acts remains • Failure of dams/ponds in temporary works condition
5. Stakeholders and consultees	• Epping Forest (City of London Open Spaces) • Epping Forest District Council • Environment Agency • Natural England • Local resident/amenity groups			
6. Benefits of option	• Removal of any liability under the Reservoirs Act 1975 and Flood & Water	• Compliance with the Reservoirs Act 1975 and Flood & Water	• Compliance with the Reservoirs Act 1975 and Flood & Water	• Reduces maximum volume of ponds to less than 10,000m3 and

	Management Act 2010 (should these reservoirs subsequently fall under the scope of the aforementioned legislation). • Mitigation of flood risks to members of the public who use the forest or who live in the downstream community. • Removal of future dam maintenance liability (and costs).	Management Act 2010 (should these reservoirs subsequently fall under the scope of the aforementioned legislation). • Mitigation of flood risks to members of the public who use the forest or who live in the downstream community. • High confidence solution to water leakage issues • Reduced future maintenance costs of new construction	Management Act 2010 (should these reservoirs subsequently fall under the scope of the aforementioned legislation). • Mitigation of flood risks to members of the public who use the forest or who live in the downstream community. • High confidence solution to water leakage issues • Most economically advantageous option	hence liability under the Flood and Water Management Act 2010. • Potentially the lowest cost option, although subject to expensive environmental/ecological mitigation measures
7. Disbenefits of option	• High cost option (major civil engineering earthworks) • Considerable disruption to forest users and nearby roads due to construction vehicle access	• Very high cost option (major civil engineering earthworks) • Considerable disruption to forest users and nearby roads due to construction vehicle access	• Slightly lower level of confidence of fully mitigating all water leakage issues in their entirety in-situ. • Reduced water levels at Birch Hall Park will reveal silt at margins and provide slightly less (but adequate) volume for deer drinking	• Does not adequately address leakage issues at Baldwins Pond. • The City would still attract responsibility for the ponds – even if not considered statutory large raised reservoirs – under the Health and Safety at Work Act and

	• Loss of water source for deer. New source would be required. • Loss of ecological habitat and/or expensive mitigation measures required • Access for forest users made considerably difficult at Baldwins if the earth dam supporting the Clay Ride is demolished and removed but not replaced or alternative			the Occupiers Liability Acts.
Resource Implications				
8. Total estimated cost	• Estimated combined cost indicated at G3 was £0.95M but this only included works. • Fees/staff/investigation/ consultation costs are likely to be similar for all options (as costed for option 3) • Allowing for fees, staff costs, further investigations, approvals,	• Estimated combined cost indicated at G3 was £2.93M but this only included works. • Allowing for fees, staff costs, further investigations, approvals, consultation etc, this would significantly exceed option 3 costs	• Estimated cost indicated at gateway 3 was £675k • Total estimated cost (excluding risk): £ 1.335M, split £0.17M and £1.165M for Birch Hall Park Pond and Baldwins Pond respectively, including all works, fees, approvals and staff costs. • Total estimated cost (including risk): £1.715M,	• Estimated combined cost indicated at G3 was £0.72M but this only included works. • Allowing for fees, further investigations, approvals, consultation etc and the cost of environmental mitigation measures, costs would be expected to be similar to option 3 but

	consultation etc and the cost of environmental mitigation measures, this would be expected to equal or exceed option 3 costs, although it is very difficult to quantify the mitigation measures and consequential risks at this stage • Total cost £0.95M works + £0.35M fees / staff / investigations etc = £1.30M + unquantified environmental mitigation measures + risk provision	• Total cost £2.93M works + £0.35M fees/staff/investigations etc = £3.28M + risk provision	currently allowing for a £0.38M Costed Risk Provision • Total cost £0.980M works + £0.355M fees/staff / investigations etc = £1.335M + risk provision (£0.38M) = £ 1.715M (inc. risk) • Comparative costs quoted for this option at GW3 only included works costs and not fees/investigations. • Whilst the works estimates for Birch Hall Park Pond have now reduced from £310k to £100k, the estimated works costs for Baldwins Pond have risen from £365k to £880k. • This is as a result of the ground investigations (since GW3) showing that the causes of seepage through the dam are more widespread than previously assumed, resulting in an increased extent of works to remediate	without a comparable reduction in long term risk to the City from dam leakage and overtopping failure (albeit not a statutory reservoir) • £0.72M works + £0.36M fees/staff / investigations etc = £1.08M + unquantified environmental mitigation measures + risk provision

9. Funding strategy	• Birch Hall Park Pond falls within Buffer Land and funding is therefore requested from City's Cash Reserves, subject to the approval of Resource Allocation Sub Committee and other relevant committees* • Baldwins Pond is situated within Forest Land. The funding of Capital costs associated with this project is requested partly from the Epping Forest Capital Fund, on the basis that it falls with the meaning of Section 41(1) of the Epping Forest Act 1878 with regards "expenses properly chargeable on capital". However, it is recognised that this will be subject to the availability of resources and prioritisation against other potential calls, with the allocation of funds from the Epping Forest Capital Fund at the discretion of the Epping Forest and Commons Committee. An unallocated balance of £300k is currently available after making allowance for the cost of planned forest lodge refurbishments and staff welfare facilities. The remaining funding shortfall is proposed to be met centrally from City Cash reserves, subject to approval by Resource Allocation Sub Committee and other relevant committees* * Approval to the allocation of the additional funds from City's Cash Reserves will be required from Resource Allocation Sub Committee, Policy and Resources and Finance Committees and the Court of Common Council.			
10. Investment appraisal	Not applicable			
11. Estimated capital value/return	Not applicable			
12. Ongoing revenue implications	• Removal of the dam at Baldwins Pond would obviate dam maintenance legacies but would necessitate future maintenance requirements for a	• These two ponds/dams would have similar long-term inspection and maintenance costs as our other large raised reservoirs. The life cycle costs for long term maintenance/inspection of these two assets equates to approximately £10k per annum on average.		

	replacement walkway bridge across the Loughton Brook valley, in order to maintain connectivity of the historic Clay Ride route • At Birch Hall Pond, removal would necessitate an alternative source of drinking water for the deer stock, with no natural watercourse present within this land plot			
13. Affordability	• Second-most expensive option and ultimately likely to be higher than Option 3, albeit removing the City's long-term liability	• Most expensive option and considered unnecessary if Option 3 is successfully implemented	• This is considered the most economically advantageous option in mitigating the City's risks in the long term.	• Potentially least expensive option, although not adequately reducing risks in comparison with other options.
14. Legal implications	• Potential future liabilities under the Reservoirs Act 1975 (as amended by the Flood and Water Management Act 2010) are removed by this option	• Compliance with the Reservoirs Act 1975 and Flood & Water Management Act 2010 (should these reservoirs subsequently fall under the scope of the aforementioned legislation). • The City would still attract responsibility for the ponds – even if not considered statutory large raised reservoirs – under the Health and Safety at Work Act and the Occupiers		

	• SSSI/SAC and Planning Permission. • Land Drainage Consent required	Liability Acts. The Health and Safety Executive may still have a duty to inspect under the H&S (Enforcing Authority) Regulations 1988 • SSSI/SAC and Planning Permission. • Land Drainage Consent required		
15. Corporate property implications	• Works are required in the interests of public safety and to protect the City's legal obligations thereof • Timely interventions will ensure that the City does not risk greater consequential damage and costs to the earth dams			
16. Traffic implications	• Both options 1 and 2 require significant earthworks import/export with a large number of heavy vehicles movements on public highway routes that are used to access these locations, in addition to the disruption to pedestrian/cyclist users within the Forest itself. • Significant closures of Clay Ride would be needed to facilitate works to Baldwins Pond		• This option represents a significantly reduced number of construction vehicle movements for both sites in comparison with options 1 and 2 • Significant closures of Clay Ride would be needed to facilitate works to Baldwins Pond, albeit lesser duration than options 1 and 2	• This option represents the least number of construction vehicle movements for both sites • Some closures to the Clay Ride would still be needed to facilitate works to Baldwins Pond, albeit lesser duration than other options
17. Sustainability and energy implications	• This option has questionable sustainability credentials, in terms of the loss of habitat associated with pond removal (in the absence of mitigation	• This option necessitates large volumes of earthworks and vehicle movements and does not make best use of existing materials used	• This option requires the minimal quantity of earthworks and import of new material (with associated construction vehicle movements) to fully mitigate the long term risks	• Whilst this option would be the least intrusive and require the least volume of earthworks and vehicle movements, it does not fully address

	measures), in addition to the number of vehicle movements generated by the works	in the dam construction, which would be replaced with newly imported materials	to the City of dam leakage and flood resilience	long term leakage issues at Baldwins Dam • Additionally, potential lowering of pond levels at Baldwins Pond could result in the loss of important habitats within the SSSI/SAC without significant mitigation measures
18. IS implications	• Not applicable			
19. Equality Impact Assessment	• As these options do not affect essential public transport routes, an EqIA is not considered applicable. Whilst all options require a temporary closure of Clay Ride of varying durations to facilitate the works, this is unlikely to discriminate against any disadvantaged or vulnerable people.			
20. Data Protection Impact Assessment	• Not applicable			
21. Recommendation	Not recommended	Not recommended	**Recommended** (for both Birch Hall Park Pond and Baldwins Pond)	Not recommended

Project Coversheet

[1] Ownership

Unique Project Identifier: 11002
Core Project Name: Baldwins and Birch Hall Park Ponds
Programme Affiliation (if applicable):
Project Manager: Mark Bailey
Next Gateway to be passed: G4

[2] Project Brief

Project Description: This project involves the design and implementation of proposed works to the impounding dams to two large ponds in Epping Forest in the interests of public safety, as recommended by the appointed Panel Engineer for dam safety.
Definition of need: There is a need to stop progressive deterioration from leakage in both dams and also to provide solutions which enable the dams to safely overtop during storm events without the risk of failure
Key measures of success:

1. To stop leakage in both dams
2. To develop solutions which allow the dams to safely overtop during storm events

[3] Progress Status

Expected timeframe for the project delivery: Our current estimate is to deliver construction at Birch Hall Pond during Summer 2020, with the more complex design/construction for Baldwins Pond to follow in Summer 2021
Key Milestones:

- Gateway 4 – November 2019
- Gateway 5 – June 2020 (Birch Hall Park Pond)
- Construction – Summer 2020 (Birch Hall Park Pond)
- Construction – Summer 2021 (Baldwins Pond)

Are we on track for completing the project against the expected timeframe for project delivery? No
This project was initially commissioned in 2012, before the current Gateway-based project procedures and committee report process, although has been subsequently delayed in its delivery whilst monitoring and investigation works have proceeded.
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
Not at present

[4] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

Since 'Project Briefing' (G1) & 'Project Proposal' (G2) reports

- Please note that this project was initially commissioned in 2012, before the current Gateway-based project management and committee reporting procedures (report reference CS405/12 approved by PSC 13/12/2012)
- Total estimated cost (excluding risk) was initially identified in the range £400k to £1.5M

Scope/Design Change and Impact:

Since Outline Options Appraisal (G3) Report (PSC Approval 21/01/15):

- At G3, the estimated project range was amended as £0.675m to £2.930m, based on the options considered and the experiences from similar projects that had recently been completed.
- No particular option was recommended at G3, as subject to further investigation and consultation.
- This current G4 report updates on these investigations and recommends options

Total anticipated on-going commitment post-delivery [£]: Approximately £10k per annum for the inspection and maintenance of both dams

Programme Affiliation [£]: n/a

Top risks:

Risk description	*Premature failure of dam, prior to remedial works*
Risk description	*Unable to secure project funding*
Risk description	*Works and fees exceed project estimates*

Top issues realised

Issue Description	Impact and action taken	*Realised Cost*
	No risks realised at present time	

[5} Member Decisions and Delegated Authority

Members have decided to leave project funding for this project outside of the Fundamental Review

City of London: Projects Procedure Corporate Risks Register

Project Name:	Baldwins and Birch Hall Park Ponds	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 100,000
Unique project identifier:	11002	**Total estimated cost (exc risk):**	£ 1,335,000	**Total CRP used to date**	£ -

Average unmitigated risk	9.7	**Open Risks**	12
Average mitigated	5.7	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	**Gateway**	**Category**	**Description of the Risk**	**Risk Impact Description**	**Likelihood Classification pre-mitigation**	**Impact Classification pre-mitigation**	**Risk score**	**Costed impact pre-mitigation (£)**	**Costed Risk Provision requested Y/N**	**Confidence in the estimation**	**Mitigating actions**	**Mitigation cost (£)**	**Likelihood Classification post-mitigation**	**Impact Classification post-mitigation**	**Costed impact post-mitigation (£)**	**Post-Mitigation risk score**	**CRP used to date**	**Use of CRP**	**Date raised**	**Named Departmental Risk Manager/ Coordinator**	**Risk owner (Named Officer or External Party)**	**Date Closed OR/ Realised & moved to Issues**	**Comment(s)**
R1	4	(1) Compliance/Regulatory	Failure of dams before implementation of remediation works	Potential loss of life	Unlikely	Extreme	16	£50,000,000.00	N	C – Uncomfortable	Implementation of project at earliest opportunity	£0.00	Rare	Extreme	£0.00	8	£0.00		28/06/2019	DBE	M. Bailey		Very high impact cost, due to liability for human life. However, the whole crux of the project is to mitigate this so not costed as CRP
R2	5	(1) Compliance/Regulatory	Failure of dams during remediation works	Potential loss of life	Unlikely	Extreme	16	£50,000,000.00	N	C – Uncomfortable	Rigorous selection procedure for suitable contractor	£0.00	Rare	Extreme	£0.00	8	£0.00		28/06/2019	DBE	M. Bailey		Very high impact cost, due to liability for human life. However, the whole crux of the project is to mitigate this so not costed as CRP
R3	4	(2) Financial	Failure to approve funding	Deterioration in condition leading to more expensive works at a later date	Possible	Major	12	£500,000.00	N	B – Fairly Confident	Implications presented within Gateway reports	£0.00	Unlikely	Major	£0.00	8	£0.00		28/06/2019	DBE	M. Bailey		
R4	4	(1) Compliance/Regulatory	Failure to gain timely statutory approvals	Delays and additional costs and risks	Possible	Major	12	£100,000.00	N	B – Fairly Confident	Financial provision for early consulation with statutory authorities included in GW4	£20,000.00	Unlikely	Major	£0.00	8	£0.00		28/06/2019	DBE	M. Bailey		
R5	4	(2) Financial	Tenders for designer / consultants above budget	Delays in appointment	Possible	Serious	6	£50,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Costed Risk Provision requested	£0.00	Unlikely	Serious	£50,000.00	4	£0.00	CRP to be used at G4 to fund any increases to budget required in order to make timely appointment of designer and cost consultant	28/06/2019	DBE	M. Bailey		Very difficult to estimate designers fees, as taking on full design and build liability and it depends on tenderers view/price risk. Hence CRP of £50k requested at G4, based on other projects and typical rates
R6	5	(2) Financial	Construction costs exceeded estimates due to adverse access conditions	Increased costs to contract	Possible	Serious	6	£200,000.00	N	C – Uncomfortable	None possible until D&B contractor appointed at Stage 1 (design)	£0.00	Possible	Serious	£200,000.00	6	£0.00	CRP to be used at G5 (if needed), once contractor design completed and works fully costed	28/06/2019	DBE	M. Bailey		Very difficult to estimate construction costs for a design and build accurately, due to incomplete design. Also uncertainty on how contractors will price risk and access difficulties
R7	5	(2) Financial	Adverse physical conditions during construction	Delays and additional costs	Possible	Serious	6	£200,000.00	N	C – Uncomfortable	Contractor to manage risks for Baldwins as part of D&B contract	£0.00	Possible	Serious	£50,000.00	6	£0.00	CRP to be used following G5 (if needed), to cover typical construction stage risks from unforseen conditions	28/06/2019	DBE	M. Bailey		Mitigated to some degree by a Design and Build contract
R8	5	(2) Financial	Adverse weather conditions during construction	Delays and additional costs	Possible	Serious	6	£50,000.00	N	C – Uncomfortable	Plan all works for summer months	£0.00	Unlikely	Serious	£30,000.00	4	£0.00	CRP to be used following G5 (if needed), to cover typical construction stage risks from adverse weather	28/06/2019	DBE	M. Bailey		Mitigated to some degree by a Design and Build contract
R9	5	(3) Reputation	Public dissatisfaction with works and temporary forest closures	Poor PR and adverse effects in long-term relationships	Possible	Serious	6	£0.00	N	B – Fairly Confident	Early engagement with local authority and residents/stakeholders. Included in project budget	£10,000.00	Possible	Minor	£0.00	3	£0.00		28/06/2019	DBE	M. Bailey		
R10	5	(3) Reputation	Public dissatisfaction with works and disturbance to nearby residents and public highway	Poor PR and adverse effects in long-term relationships	Possible	Serious	6	£0.00	N	B – Fairly Confident	Early engagement with local authority and residents/stakeholders. Included in project budget	£10,000.00	Possible	Minor	£0.00	3	£0.00		28/06/2019	DBE	M. Bailey		
R11	5	(1) Compliance/Regulatory	Failure of technical solutions to meet project objectives	Requirement for further works and costs at a later date	Possible	Major	12	£1,000,000.00	N	C – Uncomfortable	Careful preparation of project brief and rigorous vetting of designs, assisted by appointed Panel Engineer. Allowance included in project budget	£20,000.00	Unlikely	Serious	£0.00	4	£0.00		28/06/2019	DBE	M. Bailey		
R12	4	(2) Financial	Contractor/designer requires further scope of investigations to complete design	Additional costs and potential delays	Possible	Major	12	£50,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Costed Risk Provision requested	£0.00	Possible	Serious	£50,000.00	6	£0.00	CRP to be used at G4 to fund any increases to budget required in order to undertake any additional investigations needed by contract or to underwrite their subsequent designs	29/07/2019	DBE	M. Bailey		£50,000 requested CRP at G4 to cover costs of additional investigations if D&B contractor requires them to complete and underwrite their design liability. Based on costs if investigations so far on this project and similar dams projects
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
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R94								£0.00				£0.00			£0.00		£0.00						
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R96								£0.00				£0.00			£0.00		£0.00						
R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
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R100								£0.00				£0.00			£0.00		£0.00						

BIRCH HALL POND (DEER SANCTUARY)

Works	
• Haul Road Construction	40,000
• Spillway and dam crest works,	50,000
• Prelims/welfare etc	10,000
• **Total**	**100,000**
Staff Costs (including C&CS)	
• GW4-5 say 14 weeks x 35hr x 40% x £50	10,000
• GW6-6 say 14 weeks x 35hr x 40% x £50	10,000
• Total	**20,000**
Statutory Approvals	
• Planning/EA etc, allowance	**10,000**
Consultation (local stakeholders)	
• Allowance	**10,000**
Panel Engineer Check Fees	
• Allowance	**10,000**
PROJECT COST ESTIMATE FROM GATEWAY 4+	**£ 150,000**
APPROXIMATE COSTS UP TO GATEWAY 4	20,000
TOTAL PROJECT COST (excluding risk provision)	**£ 170,000**

(funded entirely from City Cash)

BALDWINS POND

Works	
• Haul road improvements	40,000
• Culvert relining	30,000
• Spillway works	30,000
• Stilling basin works	30,000
• Slurry trench cut-off wall and temporary works	600,000
• Add profits/overheads (inc site overheads) say 20%	150,000
• **Works Total**	**880,000**
Fees	
• Design and Build fees (estimated)	100,000
• Cost Consultant fees (estimated)	50,000
• Panel Engineer	10,000
• **Total Fees**	**160,000**
Investigations	
• Further boreholes/surveys	**50,000**
Statutory Approvals	
(including environmental surveys, Habitat Assessment etc)	**10,000**
Public Consultation/Engagement	**10,000**

Staff Costs (including C&CS)

- GW4-5 say 20 weeks x 35hr x 50% x £50 — 17,500
- GW6-6 say 20 weeks x 35hr x 50% x £50 — 17,500
- **Total** — **35,000**

TOTAL PROJECT COST ESTIMATE FROM GATEWAY 4+	**£ 1,145,000**
APPROXIMATE COSTS UP TO GATEWAY 4	20,000
TOTAL PROJECT COST (excluding risk provision)	**£ 1,165,000**

(funded by Epping Forest Capital Fund, up to a cap of £300,000, with the remaining £865,000 from City Cash)

TOTAL COMBINED PROJECT COST ESTIMATE

Works	**980,000**
Staff Costs	**55,000**
Fees/Investigations etc	**260,000**
Costs up to GW4	**40,000**
TOTAL (excluding risk provision)	**£ 1,335,000**

(funded by Epping Forest Capital Fund, up to a cap of £300,000, with the remaining £1,035,000 from City Cash)

COSTED RISK PROVISION

- See separate risk register
- Estimated at £100,000 at G4 (final design and investigations) and potentially a further £280,000 for construction stage risks (post-G5)
- All risk provision is to be funded from City Cash

PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

Introduction

City Procurement Project Reference:	19/301/PS		
Project / Contract Title:	Baldwins Pond & Birch Hall Park Pond Dam Safety Improvements		
Project Lead & Contract Manager:	Mark Bailey	**Lead Department:**	Built Environment
Category Manager:	Jemma Borland	**Other Contact:**	n/a
Total Contract Value (excluding VAT and inc. extension options):	Baldwins Pond £880k Birch Hall Park Pond £150k	**Contract Duration (inc. extension options):**	
Budget approved Capital/Revenue:	Yes/No Capital/Revenue	**Capital Project reference (if applicable):**	n/a

Gateway Approval Process

- **Is this project subject to the Gateway process?** Yes

- **If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date for recommendation for approval?**
- • **Gateway 4 – October 2019**
- • **Gateway 5 – June 2020**

Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)?

Procurement Strategy Recommendation

City Procurement team recommended option
Option 1: Tender projects separately. Tender Birch Hall Park Pond as an RFQ and Baldwins Pond as sub OJEU. For Baldwins Pond - Design and Build contract for Baldwins (using NEC4 Engineering & Construction Contract, Option A: Priced Contract with Activity Schedule, and including for Contractors Design) For Birch Hall Park Pond - This will be a traditional works-only NEC4 Engineering and Construction Contract (Option A: Priced Contract with Activity Schedule)

Route to Market Recommendation

City Procurement team recommended option
Option 2: Tender projects separately. Tender Birch Hall Park Pond as an RFQ and Baldwins Pond as sub OJEU

Specification and Evaluation Overview

Summary of the main requirements: The design and implementation of proposed works to the impounding dams to two large ponds in Epping Forest in the interests of public safety, as recommended by the appointed Panel Engineer for dam safety.	
Technical and Pricing evaluation ratio 60% **(Technical) /** 40% **(Price)**	
Overview of the key Evaluation areas (if known at this stage): TBC	
Does contract delivery involve a higher than usual level of Health & Safety, Insurance, or Business risk to be allowed in the procurement strategy? • Enhanced level of health and safety because of works	
Are there any accompanying documents with this report? *e.g. PT0/outlined project plan identifying roles and responsibilities as appropriate* **If yes, please include information in the appendices section below.**	**Yes ☐ No ☒**
Will this project require the winning supplier(s) to process personal data on our behalf?	**Yes ☐ No ☒**

If yes, please make sure you've defined roles and responsibilities within your project specification. For more information visit Designing Specifications under GDPR. You may include your Privacy Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information).
Evaluation Panel – Please enter Names and Departments below (if known)

Mark Bailey – more to be confirmed	Built Environment

Procurement Strategy Options *This could include inter-departmental usage, external collaborative opportunities, existing contracts integrated once expired or adding it to an existing contract. Options for Make (In-house delivery) versus Buy (Outsource) decision to be considered; also indicate any discarded or radical options.*

Option 1: Tender Baldwins Pond & Birch Hall Park Pond Dam Safety Improvements separately.
Advantages to this Option: • Baldwins pond is the biggest pond and will require more specialised work. • Two separate suppliers can be appointed, so a supplier who is more qualified can be appointed to Baldwins Pond.
Disadvantages to this Option: • Additional administration is required for both Lots. • Multiple tender exercises are required.
Please highlight any possible risks associated with this option: Increased administration to deliver the projects
Option 2: Tender projects together
Advantages to this Option: • Performance can be monitored at one source • Less administration time.
Disadvantages to this Option: • One contract is appointed so if the work is isn't up to standard on the Birch Hall Park pond there is a risk there could be issues on Baldwins Pond works as project is more specialised. This could result in delays, loss of money and retender. • Combining the two projects may put off suppliers tendering due to Baldwins Pond being more specialised.
Please highlight any possible risks associated with this option: • Supplier can be capable of carrying out the works for Birch Hall Park Pond but not Baldwins Pond.

Route to Market Options: *Route to market is the way in which the City will invite suppliers to bid for the procurement.*

Option 1: Open Sub OJEU for Baldwins Pond
Advantages to this Option: • Opens up competition, brings opportunity to receive responses from the wider market
Disadvantages to this Option: • Risk of having a high volume of bids.
Please highlight any possible risks associated with this option: • No response to the tender.
Option 2: Tender Birch Hall Park pond as an open RFQ
Advantages to this Option: • Opens up competition, brings opportunity to receive responses from the wider market. • Quick turnaround time, contract will be put in place quickly.
Disadvantages to this Option: • Risk of having a high volume of bids.
Please highlight any possible risks associated with this option:
Option 3: Intermediate Works
Advantages to this Option: • Quick turnaround time. • Trusted/pre-qualified suppliers
Disadvantages to this Option: • Lack of specialism • Risk of subcontracting which will increase price.
Please highlight any possible risks associated with this option: • None of the suppliers are able to carry out the works

Price Mechanism

Option 1: Lump sum fixed price
Advantages to this Option:

• A contractual arrangement where the fee is capped, and the supplier accepts the risk. • Gives a clear cost, which aids reporting and budget management.
Disadvantages to this Option: • Their price may contain added on cost due to the risk.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project: • Variation can alter the cost of a project quite considerably.
Option 2: Fixed price - schedule of rates/bill of quantities
Advantages to this Option: • A fixed fee for different requirements, allows us to better budget future works depending on the requirement.
Disadvantages to this Option: • There is no real incentive for contractors to treat work with urgency as there may not be LAD's in place.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project:

Form of Contract

Option 1: CoL Standard amendments to JCT
Advantages to this Option: • Commonly used form of contract with suppliers • Claims are dealt with retrospectively.
Disadvantages to this Option: • SME's may not have experience dealing with these terms. • Does not support collaborative working.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project : • There is a lack of understanding of the terms that will cause delay and increased resources to solve issues.
Option 2: CoL Standard amendments to NEC3
Advantages to this Option: • Pro-Active approach to delivery. • Using the spirit of mutual trust
Disadvantages to this Option: • SME's may not have experience dealing with these terms. • Terms favour the Supplier.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project: • There is a lack of understanding of the terms that will cause delay and increased resources to solve issues.
Option 3: Other CC&S standard form
Advantages to this Option: • These are well known to the Contractors and we receive minimal objections to their usage. • The terms are designed for low value work, this is suited to the project and the delivery.
Disadvantages to this Option: • None seen at this time.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project: • The Supplier may propose their own terms and conditions.

Outline of appendices

• Please list appendices here or mark 'Not applicable' if there is none.
• Items to consider appending:
  ○ PT0 (Project Plan with Roles and Responsibilities)
  ○ Data Protection Impact Assessment
  ○ **risk matrix here**

Report Sign-offs

Senior Category Manager Chamberlain's Department	Michael Harrington	**Date**	**14/08/2019**
Departmental Stakeholder Department		**Date**	**Click here to enter a date.**

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Committee(s):	Date(s):
Epping Forest Management Plan Steering Group: For Decision Epping Forest Consultative: For Consultation Epping Forest and Commons: For Decision	20 09 2019 23 10 2019 18 11 2019
Subject: 'London's Great Forest' – A Strategy and Management Plan for Epping Forest 2019-29 (SEF 37/19b)	**Public**
Report of: Director of Open Spaces	**For Decision**
Report authors: Epping Forest Management Team	

Summary

A new Management Strategy is needed to guide the future supervision of Epping Forest and its associated Arbitration and Buffer Land.

To prepare for a new Management Strategy, the City Corporation has commissioned a series of key studies to better inform the new Strategy. In addition to a Charity Review undertaken in 2009, the first five-year Epping Forest Visitor Survey was conducted between 2010 and 2015. In addition, a Statement of Community Involvement for the Management Strategy consultation was adopted by your Committee in March 2012. Following the completion of the Visitor Survey, a large public and stakeholder consultation exercise -'Epping Forest – The Next 10 Years'- was undertaken between June and October 2015, to seek the views of Epping Forest stakeholders and members of the public on numerous management issues. Your Committee approved the publication of the Consultation report in May 2016.

This report presents to the Steering Group a Strategy document which reflects the results of the Management Plan Steering Group's consideration of these key evidence documents and reflects the Group's desire for a revised management document that presents a short and succinct summary strategy which outlines the key management objectives for the Forest over the next 10 years.

Recommendation

Members are asked to:

- Note the comments from the Consultative Committee comments on the Strategy and Management Plan for Epping Forest 2019-29
- Approve the content of the Strategy and Management Plan for Epping Forest 2019-29

Main Report

Background

1. The City Corporation has successfully managed Epping Forest as a public and conservation resource for the past 140 years. The proximity of the Forest to growing and vibrant London presents a myriad of opportunities and challenges. In order to maintain the Forest's multi-functional role in a much changed 21st Century, a robust, innovative and far-sighted Management Strategy is required to guide the sustainable management, maintenance, improvement and funding of the future Forest.

2. Following the expiry of the previous 2004-2010 plan, a replacement Management Plan was clearly required for Epping Forest. In order to engage with visitors, residents and stakeholders, the Forest has extended operation of the 2004-2010 Plan and consciously taken the necessary time to invest in a series of key evidence documents. The City Corporation has also sought to engage with stakeholders and the public during the early stages of developing plan process to help guide priority areas for action in the new plan.

3. These documents have included a range of initiatives that have sought to focus on the duties of the Conservators as outlined in the Epping Forest Acts 1878 & 1880 (as amended) and newer legislative responsibilities around nature and heritage conservation; charity requirements and public liability and safety responsibilities:

    3.1 A **Charity Review** conducted in 2009, which recommended changes to the Epping Forest Charity's image; the formal registration of Epping Forest land with Land Registry and the better protection of the Buffer Land.
    3.2 The first **Statement of Community Involvement** for the Management Plan consultation was adopted by your Committee on 5 March 2012, cataloguing some 84 community groups with a direct interest in the Forest.
    3.3 A five-year **Epping Forest Visitor Survey** was conducted between 2010 and 2015, which corrected previous visitor estimates of 700,000 annual visits with a revised figure of 4.2 million annual visits. The surveys also provided an evidence-based assessment of the pattern of visiting indicating that many southern locations in the Forest received the most visits.
    3.4 Additional Visitor Survey work has also been undertaken in 2018 and 2019 in relation to the protection of the Special Area of Conservation (SAC).
    3.5 A large online **public and stakeholder consultation exercise** -'Epping Forest – The Next 10 Years'- was undertaken between June and October 2015, to seek the views of Epping Forest stakeholders and members of the public on numerous management issues.
    3.6 Work to develop 15 **Conservation Management Statements or Plans** for recognised heritage assets and landscapes within the Forest, that previously had not been fully understood. This work included major studies of the Forest's two Grade II* Registered Parks and Gardens.

Current Position

4. The draft Strategy document reflects the results of the Management Plan Steering Group's consideration of the two previous Management Plans, and the new key evidence documents. Officers have also sought to recognise the Group's desire for a more accessible document than the previous 245-page Plan. The draft Management Strategy therefore presents a short and succinct summary strategy focused on a small number of headline ambitions which outline the key management objectives for the Forest over the next 10 years.

5. The draft Strategy reflects the concerns of your working Group that the Forest needs to adopt a more policy-driven rather than ad hoc decision-making approach. The early years of the new draft Strategy commits the charity to developing a series of key strategic subject-specific documents that will provide greater clarity around the charity's management objectives and policy approaches.

Options

6. Your Working Group has three options;

    1. Option 1: Approve the content of the draft strategy This option is **recommended.**
    2. Option 2: Approve the content of the draft strategy with recommendations for amendment. This option is **not recommended.**
    3. Option 3: Do not approve the draft Strategy and seek substantial re-drafting. This option would further delay the development of a new Management Strategy for the Forest Fund is therefore **not recommended.**

Proposals

7. With the Working Group's approval, this draft Strategy will be considered by the Epping Forest Consultative Committee prior to further consideration by the Epping Forest and Commons Committee. If approved, the draft Strategy would then be subject to public consultation, prior to amendment and adoption by the Epping Forest and Commons Committee.

Corporate & Strategic Implications

8. The recommendations of this report support the Corporate Plan with particular reference to the following aims:

    a. Contribute to a flourishing society

    i. People enjoy good health and wellbeing

    ii. Communities are cohesive and have the facilities they need.

    b. Shape Outstanding Environments

    i. We inspire enterprise, excellence, creativity and collaboration

    ii. We have clean air, land and water and a thriving and sustainable natural environment

iii. Our spaces are secure, resilient and well maintained.

9. And supports the Open Spaces Business Plan as follows:

a. Open Spaces and historic sites are thriving and accessible.
i. Our open spaces, heritage and cultural assets are protected, conserved and enhanced
ii. London has clean air and mitigates flood risk and climate change

Implications

10. **Financial:** The Strategy includes details of how the City Corporation funds the management of the Forest, together with information on the spending priorities for management.
11. **Legal:** Section 3 of the Epping Forest Acts 1878 & 1880 states that '*Epping Forest shall be regulated and managed under and in accordance with the Act by the City of London Corporation … as the Conservators of Epping Forest*'. The Act includes responsibilities in relation to deer; rights of common; inclosure; maintenance in perpetuity; the preservation of the natural aspect; the preservation of the Queen Elizabeth Hunting Lodge; the right of the public to use Epping Forest as an Open Space for recreation and enjoyment, together with the observance of the enduring requirements of the arbitrators awards. These obligations need to be balanced alongside the requirements of subsequent modern legislation.
12. **Equalities & diversity:** An initial screening exercise of the equality impact of this Strategy has been undertaken. At this stage, it is considered that there are no negative impacts on the protected equality groups.
13. **Charity**: Open Spaces Charity. Epping Forest is a registered charity (number 232990). Charity Law obliges Members to ensure that the decisions they take in relation to the Charity must be considered to be in the best interests of the Charity.
14. **Exiting the European Union (EEU)**: The main influence of EU law on strategy development relates to the Environmental Assessment of Plans and Programmes Regulations 2004 (the 'SEA Regulations') and the Council Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna & Flora, which is incorporated into UK law as the Conservation of Habitats and Species Regulations 2017 (the 'Habitats Regulations'). The future influence of existing EU Directives and the Regulations may be affected by exiting the EU and will also be consequent on the terms reached with the EU as part of Brexit negotiations and the future governments views on 'Retained EU law' contained within the EU (Withdrawal) Act 2018.
15. **Consultative Committee:** A number of Members congratulated Officers on the creation of a authoritative and strategic strategy for the Forest, but questioned the timescales of some of the proposed sub-plans and encouraged the Corporation to take a longer term view beyond 2028. Members also emphasised the importance of strongly linking with the Local Plans for the four Local Planning Authorities that cover the Forest. Some Members raised concerns regarding the

ability of the City Corporation to realise the Strategy given the current budget constraints, with Officers indicating that better aligned work programmes should optimise the use of resources. Some Members also asked for a higher profile for heath and acid grassland in the Strategy, requested a greater emphasis on delivery partnerships and challenged the title description of Epping Forest as London's Great Forest.

Conclusion

16. The development of the draft Epping Forest Management Strategy represents a major step forward in the progressive management of the Forest. Your Working Group's approval of the broad principles for future management will enable the City Corporation to respond to the issues raised through the visitor surveys, and during public consultation, while seeking to engage with the opportunities and challenges that the Forest will face over the next 10 years.

Appendices

- Appendix 1 – 'London's Great Forest' – A Strategy and Management Plan for Epping Forest 2019-29
- Appendix 2 - Glossary

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CITY OF LONDON

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London's Great Forest

A strategy and management plan for Epping Forest 2020-30

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FOREWORD

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

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

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

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

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

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

Graeme Doshi-Smith
Chair, Epping Forest & Commons Committee

Paul Thomson
Superintendent, Epping Forest

Colin Buttery
Director, Open Spaces

OUR VISION

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

OUR MISSION

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

OUR STRATEGIC PRIORITIES

1. A welcoming destination for all

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

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

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

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

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

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

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

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

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

IMPLEMENTING THE STRATEGY

Combining traditional and innovative conservation management techniques that respect, protect and conserve the Forest's environment, heritage and landscape.	Enhancing the protection of our land and its boundaries.	Maintaining the Forest's status as a Site of Special Scientific Interest and Special Area of Conservation, as well as other nationally and internationally recognised designations.
Improving visitor access to and across the Forest, promoting and enhancing sustainable transport.	We work to deliver our mission and strategic priorities by:	Putting Epping Forest at the heart of its local communities through engagement and providing opportunities for people to help protect it for future generations.
Preserving, sharing and explaining the Forest's cultural and built heritage, museum collection and archives.	Providing and promoting the Forest as a welcoming, safe, clean, open space for recreation and enjoyment.	Inspiring healthy and active lifestyles through informal and formal sport and recreation in the Forest.
Maintaining a workforce and volunteers that are well motivated, trained and resourced, delivering high quality services.	Developing and implementing management strategies for key habitats, landscapes and species.	Increase income to operate a well resourced, sustainable business model that allows for continual investment.

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

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

MEASURING AND MONITORING

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

COMMUNICATING AND REPORTING

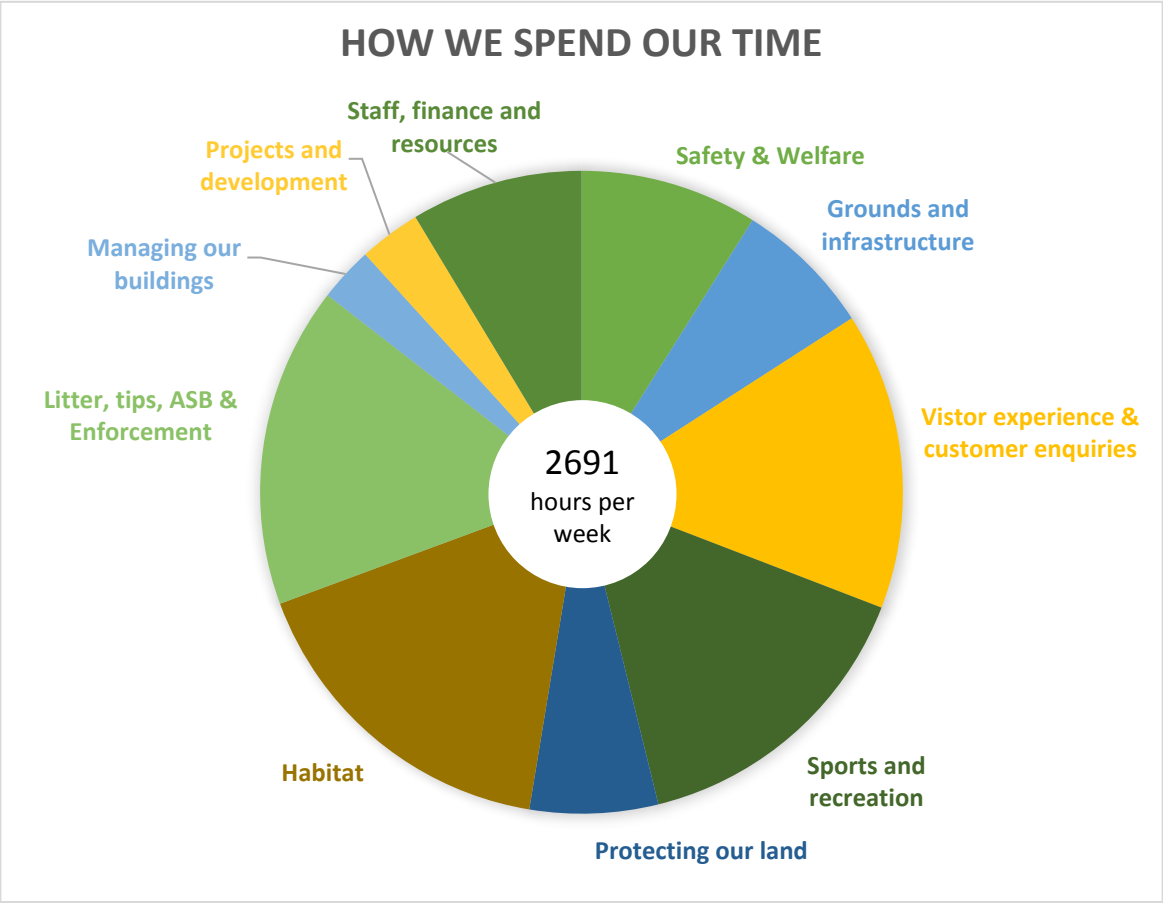
Communication of our Strategy & Management Plan, and regular engagement with our staff, visitors, stakeholders and partner organisations is critical to our success. **We will raise awareness** by creating and implementing a robust and comprehensive communications strategy which will clearly identify:

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

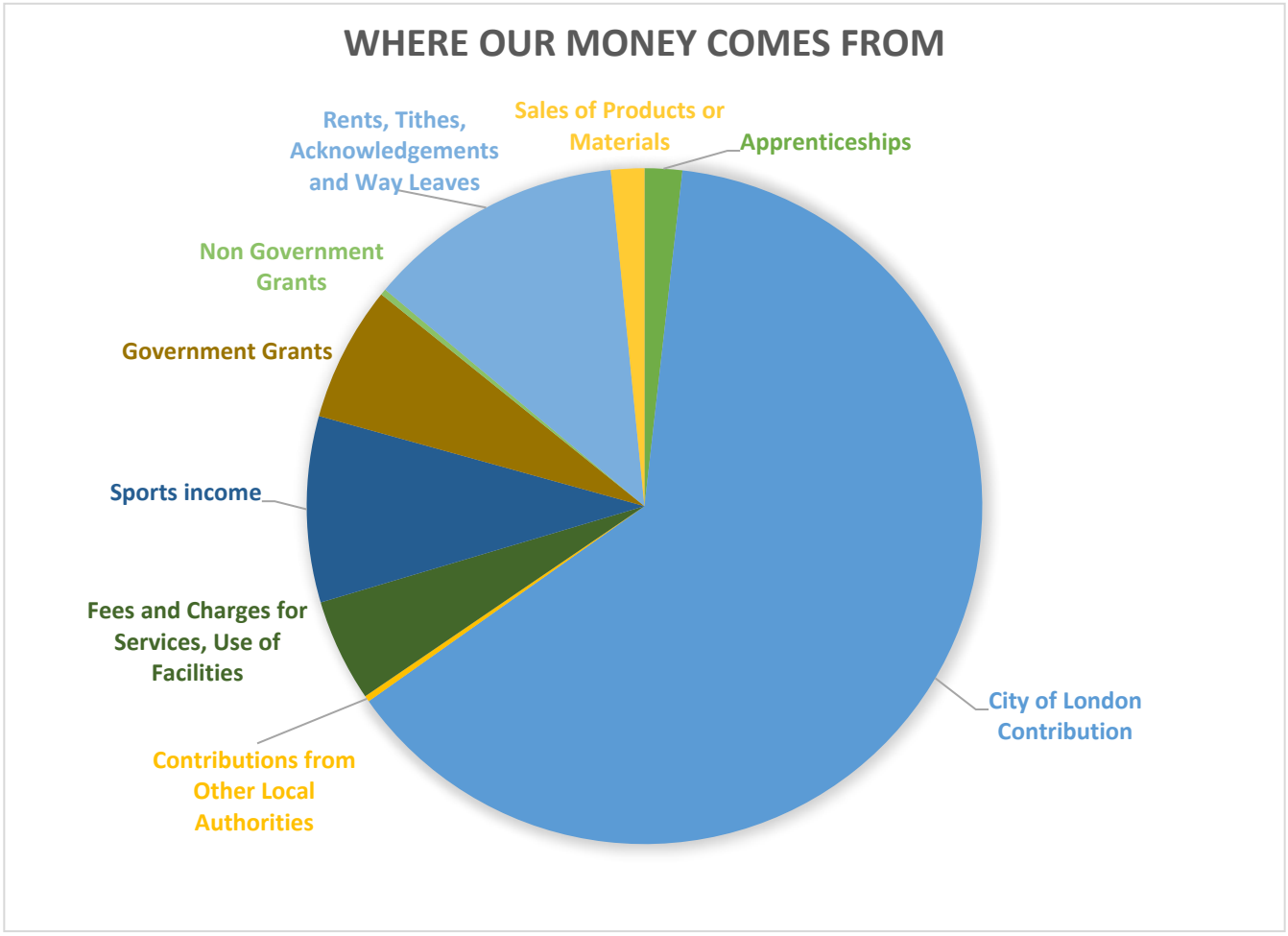
Our measures of success will be approved and monitored by the Conservators and reported to our visitors, stakeholders and communities through publication and dissemination of our Annual Report.

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RESOURCE MANAGEMENT







Notes:

Expenditure

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

Income

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

MANAGEMENT PLAN 2020-22

STRATEGIC PRIORITIES

1. A welcoming destination for all

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

Outputs

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

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Outcomes

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

We will:

Action	Lead Team	Support Team(s)	Publication Date[1]
○ Create a **Sustainable Visitor Strategy**, documenting the types and needs of Forest users, forecasting visitor growth and determining strategies for sustainable management of visitors whilst enhancing the visitor experience	Visitor Services	Resources	2020
○ Work with partners and volunteers to keep Forest visits local, enhance interpretation and increase knowledge and advocacy through local information hubs and volunteer schemes	Visitor Services	Forest Services	2021
○ Develop and implement an **Antisocial Behaviour Management Plan**, articulating our approach to	Forest Services	Operations & Resources	2021

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

tackling, reducing and preventing instances of ASB within the Forest.			
○ Develop and implement an **Enforcement Strategy**, articulating our approach to protecting visitors, residents and wildlife, and to reduce and prevent instances of environmental crime within the Forest.	Forest Services	Operations, Resources & Conservation	2020
○ Develop and implement a **Forest Infrastructure plan,** integrating car park management, signage & mapping, and maintenance of visitor hubs; and incorporating our plans for creating, improving, managing and maintaining an integrated path network which meets user (walking, cycling and horse riding) needs whilst minimising visitor impacts on the Forest.	Operations	Visitor Services & Forest Services	2021
○ Develop and implement a comprehensive **litter and waste management strategy** to cover: ○ Removal of litter and waste and how manage this in conjunction with education and social media management ○ Timely and effective removal of fly tips ○ Cost effective Recycling of waste ○ Limiting the effects of litter and waste within the conservation zone and minimizing environmental impacts To ensure the forest is a safe and clean and inviting open space for all to enjoy	Forest Services	Visitor Services, Operations, Resources & Conservation	2021
○ Develop and implement a Forest-wide **Access Audit** to ensure all third-party routes (vehicular, pedestrian, underground utilities wayleaves) across Forest Land into private, neighbouring properties are comprehensively mapped, charged appropriately and monitored regularly by staff in order to protect the integrity of the Forest boundaries.	Conservation	Visitor Services	March 2021

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

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

Outputs

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

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Outcomes

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

We will:

Action	Lead Team	Support Team(s)	Publication Date
○ **Submit Countryside Stewardship Scheme applications:** to support 10-year programme of habitat and tree conservation works across the Forest and Buffer Lands. A part-common 1st application for the Forest would be followed by a 2nd part-common Forest application and a 3rd application for the Buffer Lands	Conservation	Operations and Natural England	30 Sept 2019 -1st application; 30 Sept 2021 - 2nd application; 3rd in 2021/22
○ **Review the Wood-pasture Restoration programme** of the last 30 years and draft a new **Wood Pasture Management Strategy.** This strategy would pull together pollard management cycle, keystone trees plans, haloing work, new pollard creation, grazing, mowing and flailing areas and set out vision for managed areas and minimum intervention based on scientific evidence	Conservation	Operations	Dec 2020
○ **Develop the 14-year SAC Mitigation Strategy with local authority partners:** cost and prioritize a SAMMs programme of works to protect SAC habitats and achieve full agreement with competent authorities. Assist and guide competent authorities in developing Green Infrastructure and SANGs Strategies to protect the SAC	Conservation	Superintendent, external competent authorities & consultants	Dec 2019 (for SAMMs); 2021 (for SANGs and FTS – but dependent on competent authorities)
○ **Revise the Grazing Strategy and develop the Grazing Expansion Plan to include:** proposals for additional winter housing and expansion of herd to around 300-head; management of all Buffer Lands grassland including Copped Hall north; consolidation of Forest grazing programme and completion of invisible fence/GPS network; marketing of beef and other products	Conservation	Operations	July 2020 and ongoing

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○ Review our **Ancient Tree Management:** including updating management plans for the 1200 Keystone Trees; continuing the monitoring programme for 600 ancient oak pollards and publishing the results; expanding the Forest's Veteran Tree Register (VTR); and identifying new monitoring and research projects to further ancient tree conservation	Conservation	Operations	July 2019 & July 2021; VTR review by Dec 2022 (with aim of completion by 2025)
○ Prepare a **Wetlands & Streams Habitat Management Strategy**, address bog and pond conservation, drainage, water abstraction, water quality and managing invasive non-native specie, plus overall priorities for individual site management. Large lakes and waterbodies priorities to be decided and funding sought as required (e.g. Wanstead Park lakes being integrated into a separate Parkland CMP). Cyclical programme of habitat maintenance and enhancement operations to be developed with and for volunteers.	Conservation	Operations	Dec 2021
○ **Invasive Species and Biosecurity Policy:** reviewing the high-risk species and prioritizing monitoring and controlling INNS and other invasive species, including (but not limited to) *Phytophthera* species, other tree diseases/non-native vectors, Oak Processionary Moth (OPM), Gypsy Moth, Chestnut Gall Wasp, Terrapins, Crayfish, Reeves Muntjac Deer, Himalayan Balsam, Japanese Knotweed, Rhododendron, Spanish Bluebell and others. ○ Biosecurity policy will be developed alongside the Invasive Species policy; biosecurity protocols will be developed for each species or location as required.	Conservation	Operations And external agencies including Forestry Commission and Natural England	March 2020 for priority spp; Dec 2020 for other species

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○ **Protected & Native Species Action Plans**: continuing to manage protected species and their habitats from disturbance and damage. This includes (but not limited to) provision of the Scarce Species Register, the Breeding Bird Survey, a Bat Protection Policy; draw up a list of key species for special targeting of management works or possible long-term re-establishments (e.g. Brown Hairstreak; Hornet Robber-fly)	Conservation	Natural England and NGO partners (incl GiGL & Essex Field Club)	March 2022 (preliminary only)
○ **Scientific recording & monitoring programme**: review current monitoring priorities and 5-year programme and develop an integrated Strategy with amendments to the rolling 5-year programme to provide for engagement with academic and research institutions; include tree health and tree disease monitoring; grazing impact monitoring; Scarce species monitoring; pollution monitoring; birds and plants censuses; invertebrate studies; student project proposals	Conservation	consultants	Dec 2020
○ Deliver the next phases of the ***Queen's Commonwealth Canopy*** *Project*, as linked to the above wood-pasture and grazing proposals – but dependent on external input also	Conservation	Operations and external stakeholders	Dec 2022

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

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

Outputs

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

Outcomes

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

We will:

Action	Lead Team	Support Team(s)	Publication Date
○ Design and implement a comprehensive **Marketing & Communications Strategy**, utilising a variety of media to promote the history, value and opportunities of the Forest, both externally and internally. ○ Update and create codes of conduct that promote respectful behavior within the Forest.	Visitor Services	Forest Services Conservation & Superintendent	2020
○ Create a robust **Licencing Procedure and Events Policy** to fairly regulate and manage activity in the Forest ○ Invite proposals for large events and activities in accordance with policy and site constraints	Visitor Services	Forest Services	2019 2020
○ Licence appropriate **sport and physical activity** to improve access for local communities. Work with partners to improve existing formal sports	Visitor Services	n/a	2021

facilities and promote opportunities for wellbeing within the Forest.			
○ Develop and implement a visitor transport access plan as part of a larger second **Forest Transport Strategy** (see Objective 5 below) working with service providers to offer visitors access to the Forest using public transport and other sustainable options and to reduce the impact of car travel on the Forest.	Operations	Forest Services, Conservation	2021
○ Seek and maintain external **accredited quality standards**, including the Visitor Attraction Quality Assurance Scheme (VAQAS) and Green Flag Award	Visitor Services	Forest Services	Ongoing

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

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

Outputs

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

Outcomes

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

We will:

Action	Lead Team	Support Team(s)	Publication Date
○ Review the future focus of deer management, publishing a new **Deer Management Strategy** for the Birch Hall Park Deer Sanctuary and the wild deer population ranging across the Forest and the adjoining Buffer Land.	Forest Services	Conservation	2020
○ Manage the Forest's greens and green lanes, in accordance with the priorities and schedules laid out in our new **Greens**, **Tree Avenues**, and **Green Lane Management Plans.**	Operations	Forest Services & Conservation	2019
○ Develop and implement a **Heritage Master Plan**, articulating our approach to preserving our scheduled ancient monuments, managing our registered parks and gardens, and maintaining our museum collection and archival materials.	Visitor Services	Conservation & Operations	2020

○ Create up to date **CMPs for Scheduled Ancient Monuments (SAMs) and designated sites**, agree with Historic England and Natural England. Deevelop action plans, both through Countryside Stewardship applications and other routes agreed with HE and Natural England	Conservation	Visitor Services	First plan Loughton Camp SAM Oct 2019; Ambresbury Banks SAM Aug 2021; others by Dec 2022
○ Scope and initiate work required to achieve **World Heritage Status** for Epping Forest?	All		2029
○ Develop plans for works and funding at **Wanstead Park** to move the park towards removal from the Heritage at Risk Register	Operations	Conservation Visitor Services	2029
○ Produce a comprehensive suite of **Individual Site Plans**, recognising unique features and demands of specific areas of the Forest, planned works and resourcing requirements	Operations	Conservation, Visitor Services, & Forest Services	2020
○ Complete the registration of the remaining parcels of the **Land Registration Project**, ensuring all Forest Land and other holdings are recognized as such with the Land Registry. The work that remains now focuses on highway dedications and cases of likely encroachment	Conservation		2022

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

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

Outputs

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

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Outcomes

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

We will:

Action	Lead Team	Support Team(s)	Publication Date
○ Develop and maintain a **Risk Management Framework**, incorporating the processes for routinely identifying, analyzing, recording, reporting, controlling, monitoring, mitigating and reviewing risks. Key features of this framework will be the: ○ Audit of risks being managed and a development plan arising from the audit findings	Operations/Resources	All	2021

○ Maintenance Plan for all our reservoirs ○ Reviewed Tree Safety Policy ○ Vegetation Against Property Management Plan ○ Highway Verge Management Plan ○ Forest Furniture Maintenance plan			
○ Develop and implement a **Talent Management Strategy**, ensuring we have the correct skills, experience and expertise within our staff to successfully deliver the objectives of the Strategic Plan, including our team structure, training & development, apprentice schemes, graduate trainee programmes, internships, and accreditation to professional standards. We will also devise an appropriate succession planning process.	Resources	All	2021
○ Create and maintain a **Financial Management Plan**, ensuring our financial forecasting, budget management, and income and expenditure profiles are understood by all key personnel and that all relevant staff engage effectively in financial management.	Resources	All	2020
○ Devise a **Business Resilience Plan**, detailing our organised response(s) to major incidents and emergencies, ensuring employees are equipped with the correct skills and response training for emergency situations.	Forest Services	Resources	2021
○ Develop and implement a **Major Incidents & Emergencies Response Plan** in accordance with best practice ensuring it complies with the national interoperability framework	Forest Services	All	2020
○ Develop and implement a **Sustainability & Social Responsibility Strategy**, articulating our approaches to achieving	Resources	Operations & Superintendent	2020

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ISO14001[2] by reducing our carbon (CO_2) and carbon equivalent emissions (CO_2e) in relation to energy, travel, waste, water, and procurement; and ISO 26000 [3] by engaging with our communities to promote the societal benefit of a vibrant Forest environment.			
○ Develop and implement a **Community Engagement & Education Programme** which provide a forum for continued dialogue with our stakeholders and communities, offers the Forest as a venue for formal school sessions and community education initiatives, and defines our comprehensive volunteer scheme.	Visitor Services & OSD Learning Team	Forest Services	2021
○ Develop and implement an **Estate Maintenance Strategy**, prioritizing our small and medium-scale capital programme, including routine repairs and maintenance, in cooperation with Operational Property Review.	Resources	Operations	2021
○ To embrace **technology and new ways of working** throughout our many work streams. To articulate requirements and ambitions to central support teams and influence provision of IT network, hardware and software which are fit-for-purpose and relevant to the requirements of the service. Initial focus on networks, GIS tools, digital asset management and contact management systems.	Resources	All	Continuous improvement
○ Create and implement an **Income Generation Plan**, mapping and scheduling all appropriate income opportunities, including commercial use of vacant properties and wider estates, sponsorship, venue hire and event management, produce (meat & wood), camping, and corporate/red letter days.	Visitor Services	All	2020

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[2] The ISO14000 family of standards provides practical tools for organisations to manage their environmental responsibilities.
[3] ISO 26000 provides guidance on how organisations can operate in a socially responsible way, i.e. acting in an ethical and transparent way that contributes to the health and welfare of society.

○ Develop and deliver a **Fundraising Strategy** for general and regular giving, endowments and gifts.	Visitor Services	Resources	2020
○ To review and further develop the **Epping Forest Acquisition Strategy** and **Land Retention Policy** reflecting changes in Local Plans and the evolving needs of the Forest	Resources	All	2021
○ Engage with and respond to emerging **Local Plans**, within and adjacent to the Zone of Influence for the Epping Forest SAC, and ensure the incorporation of strong policies to protect the wider Epping Forest and Buffer Lands in these Plans and, through active advocacy, ensure local authority councillors are made aware of the Forest's importance and vulnerability	Conservation	Superintendent	Ongoing Incl 1st response to LBWF Sept 2019
○ As part of the SAC Mitigation Strategy (see Objective 2 above), work up a new **Forest Transport Strategy (FTS)** with ECC, TfL and the London borough highways authorities and respond to highways proposals to ensure a coordinated approach to the protection of the Forest from the adverse impacts of vehicular transport	Conservation	All	2022
○ To develop and implement a comprehensive **Fleet and Equipment Plan** to improve sustainability, comply with future legislation, provide suitable and efficient plant for the Epping Forest Team and use whole life cost for future purchase and rental decisions.	Operations	Resources	2020
○ Develop partnerships with our **commercial tenants** using benchmarked terms and encouraging investment in buildings and spaces to provide the best possible services for our visitors	Conservation	Resources	ongoing
○ To complete the decennial Epping Forest **Charity Review** reflecting the significant changes to Legislation, management and	Resources		2020

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funding in the last ten years as well as stating full details of Charity Assets including land holdings (arbitration and buffer land)			
○ To continue to facilitate, review and improve **Epping Forest Governance** and connected processes particularly the recently established Epping Forest Consultative Committee, septennial Verderer Elections as well as further changes or additions to the Epping Forest Act.	Resources		Continuous improvement

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

Name: .....

Position: .....

Signature: .....

Date of Publication: .....

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

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Annex B

Glossary

Abstraction: Removal of water from a source of supply (surface or groundwater). Environment Agency 2016

Abstraction Licence: The authorisation granted by the Environment Agency to allow the removal of water. *Environment Agency 2016*

Accessibility: the quality of being easy to obtain or use

Acid Grassland: Typically consists of fine leaved grasses such as common bent, mat grass and wavy hair grass, together with herbs such as heath bedstraw, sheep's sorrel, and tormentil. Acid grasslands are typically found on nutrient poor, free draining and acidic soils (pH 4 to 5.5) overlying silica-rich or silicic rocks (formerly known as acid igneous rocks), sands and gravels. They intergrade with heathland habitats and are part of a continuum with these.

Agri-environment Schemes: Scheme regulated by statutory instrument providing for the payment of aid to persons who give an undertaking, or enter into an agreement, to manage their land for biodiversity, landscape, the historic environment, public access or amenity objectives. *DEFRA*

Amenity: The pleasant or normally satisfactory aspects of a location, which contribute to its overall character and the enjoyment of residents or visitors. – *MHCLG*

Amenity Grassland: Grassland managed by routine mowing to maintain its pleasant appearance and whose primary purpose is not for use as pasture or hay meadow.

Ancient Semi-Natural Woodland: An ancient woodland site, believed to have had continuous woodland cover since 1600 AD, composed principally of native species that have not obviously been planted.

Ancient Tree: A tree that has passed beyond maturity and is old, or aged, in comparison with other trees of the same species (Owen & Alderman 2008). Furthermore, an ancient tree is one that has the following characteristics:

- Biological, aesthetic or cultural interest, because of its great age*
- A growth stage that is described as ancient or post-mature
- A chronological age that is old relative to others of the same species

(Definition from Lonsdale 2013, Ancient Tree Forum)
*'Great Age' is further defined as an individual tree older than half the natural lifespan for that species. *EN*

Anti-Social Behaviour (ASB): Acting in a manner that has caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator. *Crime & Disorder Act 1998.*

Aquifer: Water that is found underground stored within certain types of rock called aquifers. Examples include sandstones and limestones. *Environment Agency 2016*

Archaeological Protection Area (APA): An area defined to help protect archaeological remains that might be affected by development. *Historic England*.

Biodiversity: The term given to the variety of life and the natural process of which living things are a part. The term includes living organisms, the genetic differences between them and the communities in which they occur. *UNEP*

Biosecurity: Biosecurity is the prevention of disease-causing agents entering or leaving any place where they can pose a risk to farm animals, other animals, humans, the wider environment or the safety and quality of a food product

Bridleway: A public right of way for walkers and those on horseback, or leading a horse, together with pedal cyclists. *DfT*

Browsing: A method of feeding by herbivores in which the leaves and peripheral shots are removed from trees and shrubs.

Buffer Land: Land areas close to Epping Forest, managed by the Conservators, but not subject to the terms of the Epping Forest Act 1878 and its revisions. Often tenanted farm land.

Buffer Zone: The region near the border of a protected area providing a zone of transition between areas managed for different objectives. *EEA*

Byelaw: Regulation made by a local authority in consultation with central government.

Byway Open to All Traffic (BOAT): A route predominately for use by walkers, horse-riders and cyclists but also open to motor vehicles. *DfT*

Canopy: The cover of branches and foliage formed by tree crowns.

Catchment: A catchment area, or basin, is any land, which is bounded by natural features such as hills or mountains, from which all run-off water flows to a low point.

Catchment Management Strategy: Implemented by Environment Agency since 2001 for every catchment in England and Wales to provide both a consistent approach to local water resource management and greater public involvement in water management. *EA*

Character: The particular combination of qualities in a place that makes it different from others.

City's Cash: Is an endowment fund, overseen by the City of London Corporation built up over 800 years and passed from generation to generation to fund services that benefit London and the nation as a whole.

City Fund: Meets the cost of the City of London's local authority, police authority and port health authority activities. The Fund generates rental and interest income to help finance these activities. In addition, in common with other local authorities, it receives grants from central government, a share of business rates income and the proceeds of the local council tax.

City of London Corporation: The governing body of the City of London. For Epping Forest purposes, the Mayor and Commonality of the City of London Corporation are the Conservators of Epping Forest.

Classified Roads: Roads named 'A', 'B' & 'C' by the Highway Authority are regarded as classified roads.

Climate Change: Any change in climate over time, whether due to natural variability or as a result of indirect human activity. – *IPCC*
A change in climate, which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods. – *UNFCCC*

Commoners: Persons having rights in a common, consisting of:

- pasture (grazing);
- pannage (pig browsing);
- estovers (cutting of bracken/wood for bedding, fuel or building material);
- turbary (digging of turf or peat for fuel);
- piscary (fishing) or
- soil (taking of sand, gravel, stone or minerals).

Compartment: The basic territorial unit of a wood or forest or SSSI defined as a basis for forest or woodland management.

Competent Authority:

Conservation: The management of the human use of the biosphere so that it may yield the greatest sustainable benefit to current generations while maintaining its potential to meet the needs and aspirations of future generations: Thus, conservation is positive, embracing preservation, maintenance, sustainable utilisation, restoration and enhancement of the natural environment. – *IUCN, UNEP*

Conservation Area: Defined by section 69 of the Planning (Listed Buildings & Conservation Areas) Act 1990 as an area of special architectural or historic interest, the character or appearance of which is desirable to preserve or enhance. *MHCLG*

Conservation Management Plan: A document that helps develop a management strategy for historic assets, sites and places, explaining the significance of the asset and examining how any future use, management alteration or repair will be carried out in order to retain that significance.

Conservation Statement: A concise management document presenting the current understanding of a site, its significance and its conservation issues.

Conservation Status: An indicator of the likelihood that a particular species will continue to survive either in the present day or the future.

Conservators of Epping Forest: See City of London Corporation.

Coppice: Woodland which has normally been regenerated from shoots formed at the cut stumps of the previous crop trees, root suckers, or both i.e. by vegetative means. Coppice is normally grown on a short rotation i.e. 5 – 25 years to yield small diameter material. *EEA*

Countryside: The term used for all land outside the built- up area boundaries defined in local plans.
The rural environment and its associated communities. Landscape Institute

Countryside Stewardship Scheme: An agri-environment scheme available to land outside Environmentally Sensitive Area – ESAs – designed to protect, enhance, restore and re-create targeted landscapes, their wildlife habitats and historic features, and to provide opportunities for public access. *DEFRA*

Critical Ordinary Watercourses: Are ordinary watercourses which the Environment Agency – EA – and other operating authorities, agree are critical because they have the potential to put at risk from flooding large numbers of people and property. *DEFRA*

Critically Endangered Species: The IUCN Red List is considered the most authoritative guide to endangered species, identifying Extinct, Extinct in the Wild, Critically Endangered, Endangered, Vulnerable and Near Threatened categories for species at risk. The critically endangered category employs complex measures to identify species either whose populations have fallen profoundly (80-90%) over the past 10 years/or 3 generations; suffered a marked reduction in range or occurrence down to between 10-110km2; and/or whose population size is less than 250 mature individuals.

Cross-compliance: The attachment of conditions to agricultural support policies. Within the CAP reform debate the terms cross-compliance and environmental conditionality are often used interchangeably to describe the linking of eligibility for agricultural subsidies to environmental conditions.

Culture: Is the integrated pattern of knowledge, belief and behaviour; inherited through a capacity for learning and communicating through generations – *Alan Barber*
In terms of scope culture should be taken to include arts, tourism, architecture, the built and natural environment, parks and open spaces, media and sport. – *DCMS*

Cyclical Works: The term used to describe various programmes of works which are repeated on a regular timescale.

Deciduous Trees: Trees belonging to the botanical group *Angiospermae*, with broad leaves, which usually shed all their foliage at the end of the growing season.
Also known as Broadleaved or Hardwood Trees

Deciduous Woodland: Wooded land on which more than 75% of the tree crown cover consists of deciduous species. EEA

Deer Sanctuary: A parkland offering both safety and protection for the Forest's dark-coated Fallow Deer, while restricting the potential for interbreeding with the wider wild deer population.

Density (Residential): A measurement of either the number of habitable rooms per hectare, or the number of dwellings per hectare. *MHCLG*

Designation: The action of choosing a place for a special purpose or giving it a special status.

Digital Assessment: Is about working smarter, moving from paper-based assessment procedures to digital procedures, reducing the time and energy spent, and improving the quality of the old written assessment procedures.

Ecology: The branch of science concerned with the relations between organisms and their environment.

Edge effects: Are changes in population or community structures that occur at the boundary of two or more habitats.

Education: The activities through which skills or knowledge are imparted, usually through instruction or teaching at a school, college or university.

Endangered Species: The IUCN Red List is considered the most authoritative guide to endangered species, identifying Extinct, Extinct in the Wild, Critically Endangered, Endangered, Vulnerable and Near Threatened categories for species at risk.

Enforcement: Enforcement is the process of ensuring compliance with laws, regulations, rules, standards, and social norms.

Environment: Our physical surroundings including air, water and land. *LI*

Environment Land Management Schemes (ELMS): Collective term for Countryside Stewardship Scheme, Environmentally Sensitive Areas, Wildlife Enhancement Agreements & Schemes and Woodland Grant Scheme. *DEFRA*

Erosion: The act or operation, in which soil or rock at the earth's surface is worn away (weathered) by the chemical or mechanical action of water, wind or man. Erosion is considered to be a gradual natural process which can be accelerated by the human activity.

Eutrophication: The gradual increase of nutrients in a body of water. This natural process is often accelerated by human activity resulting in excessive growth, often forming algal blooms. The decomposition of dead plant material reduces dissolved oxygen in the water resulting in the death of many oxygen dependent organisms.

Exemplar: An approach that is considered to be so good that it should be copied or imitated.

Extensification: Process of managing pasture more sustainably, through the use of low-intensity systems generally achieved through reducing the number of stock grazing particular areas.

Favourable Condition: That a SSSI's habitats and features are in a healthy state and are being conserved by appropriate management.

Flailing or Flail Mowing: Is a type of powered garden/agricultural equipment, which is used to deal with heavier grass/scrub which a grass cutter could not cope with.

Floristic Diversity: Is variety in the genetic material of flowering plants, as well as variety at the species and ecosystem level

Footpath: A public right of way for walkers. *DfT*

Forest: The modern-day definition of a forest (note the lower-case 'f') is as an extensive track of land covered mainly with trees and undergrowth, sometime intermingled with pasture (**but** see below* for definition of Forest with a capital 'F' as distinct from modern-day forests).
Many definitions of the term forest are used throughout the world nowadays; the Kyoto Protocol defines forest and being any land covering at least 0.05-1.0 hectare that has at least 10-30% tree cover with trees that have the potential to reach 2-5m in height. *Natural Resources – Canada UNFCCC*

***Forest with a capital 'F':** However, in the case of Epping Forest and other ex-Royal Forests in the UK, (which here we could distinguish from the Kyoto Protocol definition above by denoting them with a capital 'F') their origins may not involve land with trees at all. For example, Ashdown Forest in Sussex is an ancient heathland with few trees. The word 'forest' derives from the Norman language and was used to describe areas set-aside for the hunting of deer. In the UK when Royal Forests were established these

were often situated on ancient Anglo-Saxon hunting grounds, which themselves were usually a mosaic of habitats including heaths, uncultivated grasslands and wooded areas. Epping Forest originates from just such an uncultivated ancient hunting landscape on which common rights of grazing or pasture also persisted alongside the hunting rights of royalty. Epping Forest's landscape, although very tree'd is a complex mosaic in which pasture and the short-rotation cutting of trees (coppice and pollard) predominated for centuries. Forests (capital 'F' ones) with trees, like Epping Forest, often contain ancient trees as a result of the long stability of tree management by commoners and this makes them exceptionally important, compared with other types of woodland, for biodiversity associated with trees.

Forestry Commission: The Forestry Commission is a non-ministerial government department responsible for the management of publicly owned forests, and the regulation of both public and private forestry.

Fragmentation: The breaking-up of continuous tracts of ecosystems, reducing the size of homogenous areas and creating barriers to the migration or dispersal of organisms. – *EEA*

GPS: Global Positioning System- a radio navigation system that allows land, sea, and airborne users to determine their exact location, velocity, and time 24 hours a day, in all weather conditions, anywhere in the world.

Geographic Information System (GIS): A computer-based system which combines layers of information about a place, in relation to 2 or 3-dimensional mapping. The resulting geo-referenced data can be used to capture, store, extract, measure, transform, analyse and map phenomena and processes in a given geographic area.

GiGL: Greenspace Information for Greater London. GiGL curates, mobilises and shares data that underpins knowledge regarding London's natural environment.

Grassland: Any plant community in which grasses and/or legumes comprise the dominant vegetation.

Grazing: A method of feeding by herbivores characterised by the repeated removal of only a part (usually the leaf) of the plant (most commonly herbage such as grass and clovers). *IPMRC*

Green Belt: Specially designated areas of countryside protected from most forms of development in order to stop urban sprawl and the coalescence of settlements, preserve the character of existing settlements and encourage development to locate within existing urban areas. MHCLG

Green Infrastructure: A catch-all term to describe the network of natural and semi-natural features within and between our villages, towns and cities.

Green Lane: A term with no legal definition which is often used to describe routes, normally bounded by walls or hedges, which appear to have no 'sealed' surface i.e. macadam or concrete, irrespective of whether they are rights of way or entirely private.

Greenspace: Areas of vegetation that are currently publicly managed and publicly accessible, be these currently used or unused. *London Assembly.*

Groundwater: All water which is below the surface of the ground in the saturation zone and in direct contact with the ground or the soil. *EEA*

Ha: Hectare, a metric unit of square measure equal to 10,000 square metres or 2.471 acres.

Habitat: The place or type of site where an organism or population naturally occurs.

Haloing: An arboricultural practice which involves the removal of the younger competing trees from around an ancient tree in order to protect the more valuable and irreplaceable ancient tree from the root competition for resources or from competition for light.

Heath/heathland: A tract of uncultivated, generally nutrient poor land, with an open character, whose vegetation is dominated by dwarf shrubs, most typically belonging to the family Ericaceae – Heathers. Depending on levels of moisture heaths are further subdivided as dry heath, wet heath, heather moor and moss-moor. Acid grassland habitat (see above) intergrades with heathland and contains many of the same plant species as dry heath but without the predominance of cover by heathers. The distinction between these habitats is sometimes not clear as they form part of a continuum of vegetation types, as this can be seen in the Forest. Heath under 300 metres above sea level is referred to as lowland heath. Epping Forest contains examples of lowland dry and lowland wet heaths and these form a key part of the Forest's designation as an internationally important Special Area of Conservation (SAC).

Heritage: Historic or cultural associations. *LI*

Heritage at Risk Programme (HAR): Provides an understanding of the overall state of England's historic sites. HAR identifies those sites that are most at risk of being lost as a result of neglect, decay or inappropriate development.

High Forest: Crops and stands of trees, generally of seedling origin, that normally develop a high closed canopy. The term was originally used to differentiate the natural essentially seedling forest of long rotation from the 'artificial', coppice or pollard forest of shorter rotation.

Highway: Any way over which the public have a right to pass and repass. *DfT*

Highway Authority: The Highways Act 1980 defines a Highways Authority as the body responsible for maintaining all highways maintainable at public expense and keeping them free of obstruction, including responsibility for public rights of way. The Highway Authority in England may be a County Council, Unitary, Borough or Metropolitan Council.

Historic England: Is an executive non-departmental public body of the British Government sponsored by the Department for Culture, Media and Sport that helps people care for, enjoy and celebrate England's historic environment.

Horse riding Licence: An annually paid licence fee which is re-invested directly into the maintenance of horse rides and additional infrastructure required for horse-riding.

Invasive Non-Native Species (INNS): Defined as a plant or animal species that has either been transported accidentally through human activity, or purposefully introduced, from their historically known native ranges into new ecosystems where they did not evolve. – Adapted from UNEP 1995.
Also known as non-indigenous, exotic, invasive or introduced species.

Invisible fence: Boviguard™ avoids the need to use conventional fencing in public access areas by holding cattle within specific areas demarked by buried induction cables which communicate with a collar attached to individual cattle.

Impoundment: An artificial body of water such as a pond or dam for collection or storage of water for future use. *Environment Agency 2016*.

Improved Grassland: Land for grazing where over one third of the sward comprises

- Singularly or in mixture ryegrass, timothy or coxsfoot
- Land improved by management practices such as liming or top dressing
- Where there is not a significant presence of sensitive plant species indicative of native unimproved grassland.

Indirect Impacts: Impacts on the environment, which are not a direct result of a development but are often produced away from it, or as a result of a complex pathway.
Sometimes referred to as a secondary impact. *LI*

Information: Facts, data or instructions in any medium or form.

Infrastructure: Anything, whether buildings, apparatus or services, essential to the development and use of land. Planning permission can be withheld if infrastructure required by a development is not provided, including infrastructure needs arising outside the proposed site.

Interpretation: Interpretation is an educational activity which aims to reveal meanings and relationships through the use of original objects, by first-hand experience and by illustrative media, rather than simply to communicate factual information. – Freeman Tilden (1957)
The art of explaining the place of man in his environment, to increase visitor or public awareness of this relationship and to awaken a desire to contribute to environmental conservation – *Aldridge (1975)*

Keystone Tree: in the context of Epping Forest a keystone tree is an ancient tree that has been selected for management or special protection from amongst the large population of ancient pollarded trees within the Forest. To date there have been six selection criteria (Epping Forest Keystone Tree Strategy November 2008) used to select the keystone trees:

- Oak and beech pollards of exceptional size or age;
- Individual veteran pollards or groups of pollards supporting or near key UKBAP or Red Data Book (RDB) species like Zygodon forsteri moss, rare fungi or rare decaying wood-inhabiting invertebrates;
- Veteran pollards at risk of over-shading and root competition from younger trees;
- Veteran pollards in key locations (such as trees on historic locations like Loughton Camp or along significant boundaries);
- Veteran pollards within an area of high potential for the creation of many new pollards.

The Keystone tree Strategy will be reviewed from time to time and other criteria may be used as well as additional species like Wild Service, Crab Apple and Hornbeam. For example, all known ancient Wild Service pollards in the Forest are considered keystone trees, by definition, because they are so rare.

Landscape: An area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors. *European Landscape Convention – 2000*

Land Registration: A system used by the UK Government which ensures matters concerning ownership, possession or other rights in land can be recorded to provide evidence of title.

Land Use: The primary use of land, including both urban and rural activities. *LI*

Large Raised Reservoir: Reservoirs that hold 25,000 cubic metres or more of water above ground level and are notified under the Reservoirs Act 1975.

Leisure: The time available to the individual when the disciplines of work, sleep and other basic needs have been met. *CA*

Lifelong Learning: Learning in which a person engages throughout his or her life, including, but not limited to, learning that occurs in schools and formal education. *DfE & S*

Listed Building: A building of architectural or historical importance, graded according to its merit (I, II*, II) and subject to special controls.

Litter: Waste products that have been disposed of improperly, without consent.

Local Authority: An administrative unit of local government, specifically any body listed in section 270 of the Local Government Act 1972 or section 21 (1) of the Local Government and Housing Act 1989.

Local Plan: Local policies, proposals and opportunities for the physical development of an administrative unit as a basis for development control. The text and proposals for the statutory Local Plan, together with the Structure Plan, form the Development Plan for the area. *MHCLG*

Local Planning Authority: The Local Authority, normally the local borough or district council, which is empowered by law to exercise planning functions. *MHCLG*

Local Provenance: Term used to encourage the maintenance of local genetic variety and adaptation, the term describes a tree or shrub growing in a particular locality. To fully guarantee local provenance it is important to establish the provenance of the parent plants. *FC*

Main River: The generally larger arterial watercourse designated by the Environment Agency as main river on main river maps. *DEFRA*

Memorandum of Understanding: A statement of how key stakeholders want to work together for the purposes of local development planning.

Mitigation: Measures, including any process, activity or design to avoid, reduce, remedy or compensate for adverse landscape and visual effects of a development project. *LI*

Modal Share: A modal share (also called mode split, mode-share, or modal split) is the percentage of travellers using a particular type of transportation or number of trips using said type. *City of Vancouver*

Modal Shift: A change between modes, and usually encompasses an increase in the proportion of trips made using sustainable modes. Ramblers Association.

Multi-Modal: A multi-modal transport study looks at all forms of transport – cars, buses, coaches, trains, lorries, walking and cycling, and draws this information together to give a clearer understanding of the use of an area's transport infrastructure.

Multiple Deprivation: The Indices of Multiple Deprivation – IMD – 2000 were compiled by Oxford University for DETR as a means of measuring overall levels of deprivation when considering income, employment, health, housing, education and skills and geographical access to services. The ranking ranges between 0 and 8414, with 1 being the most deprived ward.

Multiple Use: The planned shared use of a facility by several different activities and interests. *CA*

National Policy Planning Framework (NPPF): Sets out the Government's planning policies for England and how these should be applied. *MHCLG.*

Native Species: Species that have arrived and inhabited an area naturally, without any deliberate assistance by humans. For the UK native is take to mean those species that were present after the last post-glacial recolonisation and before historic times.

Natural Aspect: The natural aspect was referenced in a range of late Victorian legislation seeking to protect Open Spaces and represents a particular 'Picturesque' appreciation of the wildness of nature, while at the same time embracing the traditional rural landscape management through 'peasant' pursuits such as grazing, coppicing and pollarding, which in turn is often framed by sparse rural features such as earthworks, ruins, bridges and mills. *Thomson 2018*

Natural Beauty: Legislation and associated guidance defines natural beauty as including the physical elements of flora, fauna, geology and physiographic or geomorphological, the cultural and heritage elements, together with less tangible values such as intactness, rarity, wildness, remoteness, tranquillity and the appeal to the physical senses. *CA*

Natural England: Natural England is a non-departmental public body in the United Kingdom sponsored by the Department for Environment, Food and Rural Affairs and is the government's adviser for the natural environment in England, helping to protect England's nature and landscapes for people to enjoy and for the services they provide.

Natural Regeneration: A term for the regeneration of woodland by natural means without sowing or planting. The browsing of wild animals can inhibit natural regeneration.

Nature Conservation: The preservation, management and enhancement of natural plant and animal communities as representative samples of their kind.

Occupiers' Liability: Occupiers' liability is an area of law which deals with the duty of care owed by those who own or lease property, to the people who visit the property. An occupier has a duty of care to all visitors to ensure the premises are reasonably safe for them, unless they are aware of a specific danger with the premises, in which case the occupier must take steps to highlight the dangers which are present. *The Co-operative Society.*

Open Space: See Public Open Space

Parkland: A large piece of ground usually comprising woodland, pasture and formal gardens, currently or once attached to a country house or mansion.

Parks and Gardens of Special Historic Interest: Parks and Gardens containing historic features dating from 1939 or earlier and registered by English Heritage in three grades as with historic buildings.

Pasture: An area of land dominated by grass, which is used only for grazing, as distinct from a meadow that is mown. Pasture may be enclosed fields or unenclosed common land.

Permanent Pasture: Any pasture composed of perennial or self-seeding annual plants kept indefinitely for grazing.

pH: Literally means the 'power of hydrogen', pH is a logarithmic measure of hydrogen ion concentration, which is used to measure acidity and alkalinity, where pH 7 is neutral, less than pH 7 is acid and, more than pH 7 is basic or alkaline.

Poaching: The trampling or treading of the ground surface by livestock resulting in permanent damage to vegetation.

Pollard: A tree having its top cut off at some height above the ground to promote new and multiple growth, either to avoid the reach of browsing animals or to create aesthetically pleasing forms.

Previously Developed Land: Land which is or was occupied by a permanent structure (excluding agricultural or forestry buildings) and associated fixed surface infrastructure. *MHCLG*

Priority Species: Animals or plants that have been identified as being the most threatened and requiring conservation action under the UK Biodiversity Action Plan *(UK BAP)*

Protected Species: Plan and animal species protected under the Conservation Regulations 1994 and Wildlife and Countryside Act 1981.

Public Open Space: Defined by the Local Government, Planning and Land Act 1980 as any land laid out as a public garden or used for the purposes of public recreation, or land that has been a disused burial ground. *MHCLG*

Public Right of Way: A route where the public has a right to walk, and in some cases ride horses, bicycles, motorcycles, wheeled carriages or drive motor vehicles which is designated either a footpath, a bridleway, a road used as a public path (RUPP) or a byway open to all traffic (BOAT). *DfT*

Public Transport: Methods of transporting passengers including buses, trains and taxis but not car passengers.

Quality of Life Capital: Is a decision-support tool for maximising environmental, economic and social benefits as part of any land use planning or other management decision. Developed by Countryside Agency, English Heritage, English Nature and Environment Agency as a sound and reliable means of allowing local communities to reach consensus and conclusions on the change they want to see and are prepared to support in their locality.

Queen's Commonwealth Canopy.: Areas of indigenous forest in the 53 Commonwealth countries selected to be preserved in perpetuity to mark Her Majesty's lifetime of service to the Commonwealth.

Ramorum Disease: Popular name given to the fungus *Phytophthora ramorum*, also known as Sudden Oak Death (or Decline) (SOD) which infects foliar (leaf) host such as Rhododendron and Viburnum and fatally infects bark canker hosts, principally Beech in the UK. First identified in Germany in 1993, and then in US in 2001, SOD possibly threatens a number of British Deciduous varieties.

Rare Species: Species which have a restricted world range and/or that occur naturally in relatively low numbers. *EEA*

Recreation: Any pursuit engaged upon during leisure time, other than pursuits to which people are normally highly committed i.e. shopping, housework, childcare etc.

Red List: A publication listing the conservation status of different species in a given geographic region.

Regionally Important Geological and Geomorphological Sites: Non-statutory sites of regional geological or geomorphological importance recognised by English Nature and local authorities.

Registered Parks and Gardens: The 'Register of Parks and Gardens of Special Historic Interest in England', was established in 1983, to identify sites assessed to be of particular significance. *Historic England.*

Reservoir: A natural or artificial lake for the storage of water for industrial and domestic purposes and for the regulation of inland waterways. *CA*

Restricted Byway: Created by section 48 Countryside & Rights of Way Act 2000 to provide a right of way for walkers, horse-riders, carriage-drivers and pedal cyclists. *DfT*

Riparian: Of or relating to, or located on, the banks of a stream or ricer.

River: A natural body of flowing water, larger than a brook or stream. See Main River.

Road used as a Public Path: Carry rights to walk, ride a horse and pedal cycle but have no proven vehicular rights of access. The status of RUPP's is ambiguous and will eventually be reclassified to clarify what rights actually exist over them.

Run-off: Portion of rainfall, melted snow or irrigation water that flows across the ground's surface and is eventually returned to streams. *UNEP*

Scheduled Ancient Monument: A structure defined by English Heritage for protection under the Ancient Monuments and Archaeological Areas Act 1979.

Scoping: The process of identifying the likely significant effects of development on the environment. *LI*

Scrub: A general term for vegetation dominated by shrubs, i.e. low, woody plants, which typically forms an intermediate community between grass or heath and high forest.

Section 106 agreement: A binding agreement between a local planning authority and a developer associated with a grant of planning permission and regarding matters linked to the proposed development. *MHCLG*

Sense of Place (Genius Loci): Concept used to describe the memories and feelings of connectedness evoked by places where people live and work. *Countryside Agency.*
The essential character of an area: 'Genus Loci' literally means 'spirit of the place'. *Landscape Institute.*

Shrub: A low growing perennial plant with a persistent woody stem and low branching habit.

Significance: collective term for the sum of all the heritage values attached to a place, be it a building an archaeological site or a larger historic area such as a whole village or landscape

Site of Special Scientific Interest (SSSI): Area identified by English Nature under the National Parks and Access to the Countryside Act 1949 for protection by reason of the rarity of its nature conservation, wildlife features or geological interest.

Special Wildlife Sites: Categorisation developed by County Wildlife Trusts to identify the best places for wildlife outside legally protected areas.

Species: Organisms are named and classified by a system of taxonomy according to similarities in structure and origin. Species are the taxonomic group whose members can interbreed.

Special Area of Conservation (SAC): Site designated according to the Habitats Directive 93/43/EEC on the conservation or natural habitats and wild fauna and flora. SAC defines a site of Community Importance designated by member states through a statutory, administrative and/or contractual act, where the necessary conservation measures are applied for the maintenance or restoration, at a favourable conservation status, of the natural habitats and/or the populations of the species for which the site is designated. *EEA*

Stakeholders: Any party that has an interest or "stake" in a particular issue, essentially any individual or group that may affect or be affected by particular decisions, activities or operations.

Standard Tree: Defined in planning terms as either:

- single stemmed tree with stem diameter of at least 200mm when measured 1300mm form the ground.
- Multi-stemmed tree with at least 2 stems of at least 150mm in diameter when measure 1300mm from the ground.

Statement of Community Involvement: A new term introduced by the Planning & Compulsory Purchase Bill proposing that under Local Development Schemes Local Planning Authorities must prepare a SCI which sets out how and when the local community can expect to be consulted on the Local Development Documents.

Statutory: Denotes something that is defined in legislation.

Strategic Environmental Assessment: A similar technique to Environmental Impact Assessment – EIA – but normally applied to policies, plans, programmes and groups of projects.
SEA provides the potential opportunity to avoid the preparation of inappropriate plans, programmes and projects and assists in the identification of alternatives projects and identification of cumulative effects. *EC*

Stream: A natural body of flowing water, larger than a brook, but smaller than a river.

Suitable Alternative Natural Greenspaces (SANGs): Are groups of new or existing open spaces that undergo enhancements designed to attract more visitors by providing an enjoyable natural environment for recreation as an alternative to visits to nearby protected areas.

Surface Water: This is a general term used to describe all water features such as rivers, streams, springs, ponds and lakes. *Environment Agency 2016.*

Sustainable Development: Development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs – *Brundtland report (1987)*
Means meeting four objectives at the same time in the UK and the world as a whole:

- Social progress that meets the needs of everyone;
- Effective protection of the environment;
- Prudent use of natural resources; and
- Maintenance of high and stable levels of economic growth and employment.

-HM Government's Sustainable Development Strategy (DETR 1999)

Tariffs: A new term introduced by the Planning & Compulsory Purchase Bill proposing to substantially replace planning obligations with a system of financial charges, and charges in kind, which has the potential to provide a wider range of community benefits.

Threatened Species: Any species, which is likely to become an endangered species either the foreseeable future throughout all or a significant proportion of its range.

Topsoil: The upper part of the soil profile that is relatively rich in humus, which is technically referred to as the A-horizon of the soil profile. *EEA*

Tourism: Describes the activity of people taking trips away from home and the industry which has developed in response to this activity. *Hunt & Layne (1991).*

Traffic Calming: Attempts to control the speed and movement of traffic to reduce conflict arising between pedestrians and vehicles by the introduction of features such as road humps, pavement widening and new surface materials.

Traffic Management: Measures designed to improve the local environment through the reduction of accidents, injuries, congestion and pollution.

Tranquillity: Composite feature which seeks to characterise elements of wildness, solitude, peace and quiet, relating principally to low levels of built development, traffic, noise and artificial lighting.

Transport Strategy: Covers a full range of transport issues, including congestion, parking, cycling, walking, and public transport to ensure the provision of an effective and efficient transport system.

Unimproved Grassland: Grassland consisting of native grasses and herbs which have not been significantly affected by treatment with mineral fertilizers, pesticides, intensive grazing or drainage.

Utilities: Organisations performing a public service i.e. water, gas, electricity etc.

Vernacular: Building style or materials to a particular locality.

Veteran Tree: (see definition of 'ancient tree' above) A tree which by virtue of its growth-stage or condition, is of exceptional value whether in cultural terms, for its landscape contribution or for the benefit of wildlife. The term veteran allows the inclusion of trees that would not be considered very old but that have the characteristics associated with ancient trees such as hollowing trunks or broken branches or areas of canopy loss. (based on Lonsdale 2013 Ancient Tree Forum).

Viewpoint: Publicly accessible positions from which particularly impressive scenic views can be enjoyed. Viewpoints are often associated with interpretive material.

Water bodies: Units of either surface water or groundwater at which assessments are completed for Water Framework Directive. *Environment Agency 2016*.

Wayleave: A contractual payment, whereby one contracting party agrees to pay sums to the other in respect of the use of his or her land. Wayleaves differ from easements in that they offer exclusive personal rights of occupation and are granted either by consent or by statutory order to utilities for the installation of supply networks in return for compensation normally in the form of periodic payments.

Wetland: Transitional areas between wet and dry environments; wetlands range from permanently or intermittently wet land to shallow water and water margins. The term can include marshes, swamps, bogs, some shallow waters and the intertidal zones. When applied to surface waters, it is generally restricted to areas shallow enough to allow the growth of rooted plants. *Dobson & Frid.*

Wildwood: An extensive tract of mainly tree'd wilderness containing a rich diversity of native species normally only present before human activities became dominant. *Carrifran Wildwood Group.*

Wood Pasture: Wood pastures and parkland are the products of historic land management systems and designed landscapes and represent a vegetation structure rather than a particular plant community. Typically, this structure consists of large, open-grown or high forest trees (often pollards) at various densities, in a matrix of grazed grassland, heathland and/or woodland floras. They have been managed by a long-established tradition of grazing, allowing the survival of multiple generations of trees, characteristically with at least some veteran trees or shrubs *(Bergmeier et al 2010).* They frequently represent the best sites in England for old-growth features and deadwood, supporting a wide range of specialist fungi and invertebrate species (*Webb, Drewitt & Measures 2011)*. Many ancient woodlands (e.g. coppiced woodlands), certainly in East Anglia, may themselves be derived from more extensive ancient landscapes managed originally as wood-pasture (Williamson & Barnes 2015).

Although wood-pasture does not represent a particular plant community, ancient wood pasture is nonetheless recognised by the UK Government as a 'Habitat of Principal Importance' protected under Section 41 of the Natural Environment and Rural Communities Act 2006 (NERC Act). In undertaking their duty under Section 40 of the NERC Act, to aim to protect and enhance biodiversity, public bodies should further the conservation of these 'Habitats of Principal Importance' as a priority.

In response to this NERC Act recognition, in 2011 the UK Wood-pasture & Parkland Technical Advisory Group (WP&P TAG) provided this following definition of ancient wood-pasture:

"Wood-pasture and parkland are mosaic habitats valued for their trees, especially veteran and ancient trees[1], and the plants and animals that they support. Grazing animals are fundamental to the existence of this habitat. Specialised and varied habitats within wood-pasture and parkland provide a home for a wide range of species, many of which occur only in these habitats, particularly insects, lichens and fungi which depend on deadwood. Individual trees, some of which may be of great size and age, are key elements of the habitat and many sites are also important historic landscapes.

[1] The term 'veteran' tree encompasses a wide range of trees which display attributes associated with late maturity such as large trunk girth and truck hollowing. The term 'ancient' refers specifically to the age class of a tree, describing the stage of development in the ageing process beyond full maturity. Whilst all veteran trees are potentially of cultural and ecological value, ancient individuals are a key indication that there is likely to have been a continuity of veteran tree/deadwood habitat and management at a site. JNCC (2006)

Wood-pasture (continued from previous page):

"Key features of these wood-pasture habitats are:

- Ancient/veteran trees which are special in their own right as some of the oldest living organisms in the UK.
- The presence of grazing animals - animal dung contributes to invertebrate and fungal diversity and grazing controls tree and shrub regeneration, maintaining a semi-open habitat.
- The presence of microhabitats including large diameter (relative to the species) hollowing trees, other decaying wood, rot holes, ageing bark and fallen but regenerating trees, which support a wide range of specialised invertebrates, lichen and fungi.
- Nectar sources for invertebrates.
- Open grassland or heathland ground vegetation
- Continuity – in terms of very long-lived individual trees and continuity of management."

The WP&P TAG now known as the WP&P Network has also provided a video explaining more about wood-pasture landscapes https://ptes.org/wppn/

World Heritage Site: A UNESCO Convention on the Protection of World Cultural and Natural Heritage which encourages the designation of cultural and natural heritage sites.

Committee(s)	Dated:
Epping Forest Management Plan Steering Group - For Discussion Epping Forest Consultative – For information Epping Forest and Commons – For decision	20 09 2019 23 10 2019 18 11 2019
Subject: Wanstead Park: Conceptual Options Plan (SEF 38/19b)	**Public**
Report of: Colin Buttery, Director of Open Spaces	**For Decision**
Report author: Geoff Sinclair, Head of Operations, Epping Forest	

Summary

The City of London Corporation purchased Wanstead Park, London's oldest Public Park, in 1880 as one of a series of land acquisitions to settle the boundary of Epping Forest. Wanstead Park was recognised as a Grade II, then II* Registered Park and Garden in 1987 and 2001 respectively. The City Corporation holds in trust 70% of the Park and Garden, alongside three other landowners.

Wanstead Park faces a series of challenges having been placed on the national Heritage at Risk Register by Historic England in 2009, due to concerns over the deteriorating heritage condition of the Park. The Environment Agency have extended the lake water abstraction licence until 2021, however, the Agency has served notice that aquifer water used to augment the lakes may be reduced in the future. Paradoxically, the Environment Agency, through the Roding Catchment Management Plan (2016) indicated that riparian landowners, including the City Corporation at Wanstead, would need to fund an upstream flood storage scheme and take responsibility for riverside embankments to prevent localised flooding in Wanstead and Woodford. Furthermore, in late 2017, the Environment Agency designated three of the Parks lakes as 'High Risk' Large Raised Reservoirs.

Working with the Friends of Wanstead Parklands, Historic England and the three co-owners of the registered Park and Garden, a Parkland Plan has been developed by consultants with the ambition of reviving the Park, identifying the works necessary to address the condition of the water bodies and secure the removal of the park from the 'Heritage At Risk' register. The engineering studies necessary to address statutory High-Risk obligations have already been approved separately by your Committee and the Resource Allocation Sub-Committee. This report outlines the final draft Conceptual Options Plan which is also given in Appendix 1. It is recommended that, following any agreed revision, the plan be adopted as a resource to guide the management and investment decisions of the Wanstead Park Project Board.

Recommendation(s)

Members are asked to:

- Consider comments made by the Consultative Committee on the final draft Wanstead Park Conceptual Options Plan
- Approve the Plan for adoption to guide the future management of the Wanstead Park, Registered Park and Garden of Special Historic Interest

Main Report

Background

1. Wanstead Park is East London's oldest public park and considered to be London's greatest surviving designed waterscape. At its most extensive (circa 1800) there were nine artificial lakes within the Park. Five lakes remain today and form a cascade with the lower four lakes administered by the City Corporation. Following a spectacular decline in the 1820s, followed by 60 years of neglect, a substantial proportion of the Park and Out Park were added to Epping Forest by the City Corporation between 1876 and 1880. Other parts of the original Park were later purchased by the London Borough of Redbridge and the Wanstead Sports Ground Limited.

2. Three of the four City Corporation managed lakes, each of which impound over 25,000 cubic metres of water, are classed as Category B Large Raised Reservoirs (LRRs) under the Reservoirs Act 1975 as amended by the Flood and Water Management Act 2010. As LRR's the City Corporation is obliged to retain their registration as LRRs, safely manage the dams and ensure that the dams are regularly inspected by suitably qualified engineers. In late 2017, the Environment Agency designated three of the Parks lakes as 'High Risk' Large Raised Reservoirs. The engineering studies necessary to address statutory High-Risk obligations have been approved separately by your Committee and the Resource Allocation Sub-Committee.

3. The Park was listed as a Grade II* – 'a garden of special interest' - Registered Park and Garden (RPG) by English Heritage (now Historic England) in 2001, following an earlier Grade II designation in 1987. In 1954, the Temple and Boathouse Grotto were designated as Grade II Listed Buildings, while in 1970, the Wanstead Park area including parts of Overton Dive was designated as a Conservation Area.

4. The Park was placed on the Heritage at Risk Register (HARR) by English Heritage in 2009 due to concerns that the designed landscape was in poor condition, divided under separate ownership and management, and was at risk of further decline. As a result, the Wanstead Park Conservation Area was also added to the HARR in 2010, while the Boathouse Grotto was separately added to the HARR in 2017.

5. In 2015, the Environment Agency extended the abstraction licence until 2021, however, the Agency has served notice that aquifer water used to augment the

lakes may be reduced in the future. Paradoxically, the Environment Agency, through the Roding Catchment Management Plan (2016) indicated that riparian landowners, including the City Corporation at Wanstead Park would need to make a £0.5 Million contribution to fund an upstream flood storage and take responsibility for riverside embankments to prevent localised flooding in Wanstead and Woodford.

6. LDA Design were commissioned in November 2014 to undertake a review of the knowledge and evidence base on Wanstead Park and to provide direction for future planning in the Park. This report outlines the Conceptual Options Plan prepared by LDA for the Steering Group and presents recommendations on the next steps to be taken.

Current Position

Consultation

7. To explore the potential for removing the RPG from the 'at risk register' the City Corporation worked with the Friends of Wanstead Parklands (FoWP) to establish the Wanstead Park Steering Group (WPSG) in 2013. This was made up of representatives from FoWP, the four landowners, Historic England and a Verderer representative from the south of the Forest.

8. A separate community stakeholder group, the Liaison Group, was also established in 2013 to improve local communication and to help facilitate the progress of smaller improvement projects. This group has representatives from FoWP, Vision Redbridge, the Wren Group as well as local councillors from the LB of Redbridge.

9. With financial support from the FoWP, along with City Corporation funding, the WPSG commissioned LDA Design to prepare draft proposals for the future management of Wanstead Park. These were put out for public consultation on the 23rd February 2015 and a draft Wanstead Park Conceptual Options plan began preparation in April 2015.

10. As confirmation of the risk status of the LRRs was subject to a national risk assessment process, the statutory nature of the assessment process and possible significant financial implications, led to an understandable delay in the development of proposals for the Park. Following work by the local MP John Cryer who hosted a meeting at the Houses of Parliament in November 2017, the Environment Agency confirmed the risk status of the Lakes in late December 2017 allowing the Parkland Plan development work to further progress.

Parkland Plan

11. The final draft Parkland Plan is given in Appendix 1. In summary the brief given for the development of the plan (Page 19) was to:

    a. Develop an agreed landscape management aesthetic;

b. Identify a landscape conservation and regeneration programme that will lead to the removal of the park from the HARR;
c. Identify a landscape conservation and regeneration programme that will increase the park's profile and public awareness;
d. Identify those elements of the plan that may satisfy the criteria for a possible National Lottery Heritage Fund programme bid;
e. Compile a high-level capital cost plan; and,
f. Compile annual revenue costs plan.

12. Implicit, but not directly in the remit of the plan, was the need to ensure the needs of the Reservoirs Act 1975 as amended in 2010 are met.

13. This report forms part of the consultation process for the Parkland Plan. Following approval by the interested committees the report will become a working document for the Wanstead Park Project Board to inform project development and investment. The report's findings will also be fed back to the local community.

Proposals

Parkland Plan Vision

14. At the start of the Parkland process, the following vision for Wanstead Park was established through a series of workshops with key stakeholders:

"Wanstead Park is London's greatest surviving designed historic waterscape and one of the country's most spectacular and ambitiously-designed 17th and early 18th century landscape.

It has the potential to become one of London's destination parks—a unique and stunning landscape combining a sense of wilderness, tranquillity and experience of nature with spaces for fun, entertainment and getting active outdoors.

A revitalised park could reveal and celebrate the many unique aspects of its special landscape, welcoming all local people and visitors from further afield."

Key Objectives and Themes

15. To achieve this vison, the plan identifies 13 Key Objectives (Page 29) that progress actions identified under the following seven 'Themes':

a. *A Unified Plan (Page 32)*: Over time the historic landscape has become fragmented when compared with its original singly managed design. The plan sets out a vision for a unified landscape approach across all the four ownerships subject to the Registered Parks and Gardens registration;

b. *Waterscape (Page 34):* The surviving ornamental water bodies form the most significant element of the historic landscape, as well as providing an important wildlife habitat, and being subject to obligation under the

Reservoirs Act 1975 (as amended by the Flood and Water Management Act 2010). In the context of works to bring the Large Raised Reservoirs to a required standard, the plan identifies opportunities to improve other wider hydrological aspects in an efficient and holistic manner;

c. *Earthworks (Page 38):* Substantial evidence of previous stages of the Park's historic development are evident through the many earthworks and related features found, some of which are substantial and significant earthworks associated with the formal garden and house. Works to reveal these features to better illustrate the scale and significance of the designed landscape are outlined;

d. *Views (Page 39):* Views formed a significant ornamental element of the historic landscape, with vegetation and fencing currently interrupting many of these. Actions to restore important lost views and reinforce surviving views to better illustrate the scale of the designed landscape are identified;

e. *Tree and woodland (Page 40):* Many mature parkland trees were lost as part of the changing history of the Park. Some veteran and mature trees still exist and have significant heritage value. However, overall the woodland is relatively poor quality and dominated by elm and sycamore, both of which suffer considerably from disease. The objective for the woodland is identified as being to manage it as a backdrop to the historic park;

f. *Grassland (Page 41):* The Park includes substantial areas of grassland which are largely managed for their natural aspect and nature conservation value, with other areas accommodating heavier use for recreation and amenity. Grassland management to manage fire risk and create more of a parkland character is promoted, such as considering extending the use of the rough on the golf course for conservation. The need for increased amenity grassland within the park is identified;

g. *Structures and Facilities (Page 42):* Wanstead House was demolished in 1823 however other significant structures remain that are associated with the Park. The plan proposes that the partners should conserve historic structures, improving their sustained use with an emphasis on the better use of the Temple and Grotto.

h. *Access and Movement (Page 43):* The Park's entrances are typically low key and poor quality while parking provision is restricted to residential streets and increasingly impacted by the introduction of Controlled Parking Zones. Paths criss-cross the park with frequent sections in a poor condition. The Plan proposes improving the condition and accessibility of all major entrances and routes into and around the Park, including wayfinding from locations such as St Mary's Church and considering improved connections to the Ilford side of the River Roding.

Themed Work Packages

16. The amount of work neccesssary to remove Wanstead Park from the HARR is considerable. While the costs are yet to be determined, the response to the Environment Agency's classification of the Lakes as 'High Risk' LRRs is likely to represent a significant statutory cost to the City Corporation. In addition to statutory obligations, are potential works to improve wider access and visitor facilities. The plan attempts to group the range of proposed works into three separate, achievable and complimentary work programmes which have particular outcomes in mind and with indicative costs based on current understanding (Page 49):

    a. *Wanstead For All:* The main goal will be to considerably improve the access, and vastly improve the visitor offer alongside limited works on hydrological issues. The development of a 'visitor hub' at the Temple would comprise a key major investment project for this package which has an estimated cost of £4,172,940.

    b. *Creating a Sustainable and Resilient Waterscape*: This includes all the items that focus on creating a sustainable future for the Waterscape at Wanstead Park, adding to and complimenting the needs of the Large Raised Reservoirs and demands of the Reservoirs Act 1975 as amended. Until the LRR works are known the cost of this package is difficult to establish, however an overall cost estimate is £10,350,000 has been developed, a large proportion of which will be statutory works under the Reservoirs Act 1975 as amended.

    c. *Improving Access, Management and Amenity*: This focuses on the day-to-day work programme required for the City Corporation to maintain and deliver improvement to access, heritage and nature conservation and improved management and maintenance. This package is based on the priortisation of existing resources invested at Wanstead Park rather than new resources being identified.

Longer Term Priorities

17. Outside the current plan's delivery framework are a number of Longer Term Priorities and Possible Future Aspirations (Page 65). These future works will require further consents from the partners and are not assumed at the point of the current plan being adopted.

Taking the Plan Forward

18. The Director of Open Spaces established a Wanstead Park Project Board in summer 2019 to coordinate the City Corporation's response to the developments arising from the LRR High Risk and HARR status. It is proposed that the Parkland Plan be used as a resource by the Wanstead Park Project Board to guide heritage, access and conservation investment priorities as part of its activity.

19. A number of additional actions are required to progress the plan:

    a. Agreement and adoption: The plan will need to be endorsed by the Steering Group and agreed by the Wanstead Park landowners;
    b. Income benchmarking: An exercise should be undertaken to identify the level of income, including volunteer input that can be realistically achieved at Wanstead Park;
    c. Phasing of Potential Capital Works: The possible capital works budget for non-statutory works needs to be considered by the City Corporation's Wanstead Park Project Board and its consequent impacts on the priority projects that can be delivered decided upon by the key stakeholders;
    d. Consideration of grant funding: A detailed funding package will need to be developed, including the consideration of an application to the National Lottery Heritage Fund.

20. This final draft plan is to considered by the Wanstead Park Steering Group, the Epping Forest Management Plan Steering Group and the Epping Forest Consultative Committee. Following which it is proposed that it be revised as required and an adoption proposal prepared and submitted to the Epping Forest and Commons Committee. Similar requests for consideration and formal approval will be made to the three other Landowners.

Corporate & Strategic Implications

21. Open Spaces Department Business Plan: The LDA Project Plan exercise and background research follow from three of the Open Spaces Department's Strategic aims of: providing high quality accessible open spaces, involving communities in site management and adopting sustainable working practices.

22. Corporate Plan 2018-23: The LDA Project Plan exercise and background research meets the objective of the Corporate Plan to provide thriving and biodiverse green spaces and urban habitats.

23. Statement of Community Involvement: City Corporation has consulted on the preparation of the original Conservation Statement for Wanstead Park (2011) and in 2015 consulted on the LDA Project Plan proposals.

24. The plan proposes significant environmental improvements including diversification of aquatic habitats and securing sustainable water supplies. Large Raised Reservoir improvement works, especially, may have potentially disruptive and typically time-limited environmental impacts that will require further consideration through separate Environmental Impact Assessments.

Implications

25. **Financial:** Improvement works on the dams following the engineering assessment will be a statutory requirement for the City Corporation to complete and will not be able to be funded from external grants.

26. Heritage works under the Parkland Plan have been developed to fit in with the HLF grant scheme for projects of up to £5 million and will need to be developed to a RIBA Stage 2 standard.

27. Grant support mechanisms to help fund the delivery of the Parkland Plan are likely to have a matched funding requirement. The matched funding proportion varies across projects, however bench marking with similar projects suggests that for Lottery funding, there would be a requirement of 30% match funding contribution from the City Corporation, local fundraising and project partners.

28. A financing plan is still to be developed and will form part of the Gateway application process; however, it is anticipated that, subject to approval, a bid would comprise a mix of internal City Corporation and external funding elements:

    a) *City of London Corporation funding options:* Epping Forest Local Risk budget, Epping Forest Fund, Combined Work Programme funding and Capital funding bid;

    b) *External funding options:* Lottery Fund Schemes, Thames Water – Potential Corporate Social Responsibility (CSR) award, Local Authority Funding E.g. Community Infrastructure Levy, Local Fundraising and Volunteer Time.

29. **Legal**: Subject to the provisions of the Epping Forest Acts 1878 & 1880 the Conservators are under a duty at all times to keep Epping Forest uninclosed and unbuilt on as an open space for the recreation and enjoyment of the public. They are also under a duty at all times as far as possible to preserve the natural aspect of the Forest.

30. The Epping Forest Act 1880 includes an additional power at section 5 to maintain *"ornamental inclosed lands"* which most probably reflects the City Corporation's purchase of Wanstead Park in 1880 and enables the Conservators to make proper provision in a parkland context for securing the enjoyment thereof by the public for exercise and recreation at all reasonable times during the day.

31. Apart from general Occupiers Liability Acts responsibilities, there is no specific heritage duty on owners of registered parks and gardens to take steps to have them removed from the 'At Risk' register. However, taking steps to address the issues which have led to entry on the register is consistent with the Conservators' statutory functions and objects of the charity.

32. Under the Reservoirs Act 1875 as amended by the Flood and Water Management Act (2010) three of the five Park LRRS have been designated 'High Risk' and the City Corporation will be under a statutory duty to comply with any recommendation made by an inspecting engineer as to their maintenance.

33. **Consultative Committee:** The Consultative Committee was broadly supportive of the Plan, but raised concerns with regard to the longer timescales now involved, and questioned whether the partners would be able to meet the significant costs involved. The Director of Open Spaces indicated that while the

City's Capital programme had been suspended, funding for the statutory reservoir works was still being progressed. The need to provide improved path surfaces for public access and novel forms of funding were also considered.

34. **Charity:** Epping Forest is a registered charity (number 232990). Charity Law obliges Members to ensure that the decisions they take in relation to the Charity must be taken in the best interests of the Charity.

35. **Equalities & diversity:** An initial screening exercise of the equality impact of this decision has been undertaken by the City Corporation. At this stage, it is considered that there are no negative impacts on the protected equality groups.

36. Initial scoping suggests that there are no negative equality impacts identified for this proposal, with the prospect of improved accessibility for people with some disabilities and additionally for parents with young children.

37. **Exiting the European Union (EEU)**: The main influence of EU law on development close to the Epping Forest SAC relates to the Environmental Assessment of Plans and Programmes Regulations 2004 (the 'SEA Regulations') and the Council Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna & Flora, which is incorporated into UK law as the Conservation of Habitats and Species Regulations 2017 (the 'Habitats Regulations'). The future influence of existing EU Directives and the Regulations may be affected by the EU and will also be consequent on the terms reached with the EU as part of Brexit negotiations and the future governments views on 'Retained EU law' contained within the EU (Withdrawal) Act 2018.

Conclusion

38. A revised risk category for the LRRs at Wanstead Park to 'High risk' means that a significant reservoir improvement project is likely to be required. Responses are also required to address potential future abstraction shortfalls and the risk of damaging flooding from the River Roding.

39. A substantial amount of work has been undertaken to research and understand the landscape conservation and regeneration needs at Wanstead Park since it was added to the Heritage at Risk Register in 2009.

40. The Wanstead Park: Conceptual Options Plan draws together this extensive body of research and has undertaken stakeholder feedback to prepare a Parkland Plan, to seek the removal of Wanstead Park from the Heritage at Risk register and to identify how best the partners can access external funding programmes.

41. It is proposed that, following any revisions, the plan be adopted as a resource to guide the investment decisions of the Wanstead Park Project Board.

Background Papers

- Wanstead Park: Landscape conservation and regeneration progress update. Epping Forest and Commons Committee, 11th May 2015

- Wanstead Park: - Briefing note for Members, Epping Forest and Commons Committee, 11th September 2017
- Wanstead Park: - Briefing note for Members (SEF 38/18), Epping Forest Consultative Committee, 10th October 2018

Appendices

- Appendix 1 – Wanstead Park: Conceptual Options Plan and Cost Planning Study – Rev

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Wanstead Park

Conceptual Options Plan and Cost Planning Study - Rev J

For The City of London Corporation - September 2019

LDĀDESIGN



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Appendices
Appendix 1: Cost Plan Summary

This document has been prepared and checked in accordance with ISO 9001:2008

Forward

Once one of the most spectacular park and gardens in Georgian England, Wanstead Park is cherished today as much for its wild natural spaces as for its designed landscape heritage. The mixed ownership of the 162 hectare Grade II* Registered Park and Garden reflects determined action by the City of London Corporation, Wanstead Sports Grounds Limited, the London Borough of Redbridge and Wanstead Parish to purchase and retain elements of the Park, avoiding their complete loss to residential development over a century ago.
Over the past 400 years, the Park has gone through different guises reflecting the times and needs of the communities it serves. Today all of us who love Wanstead Park recognise it is going through a further exciting period of change and opportunity. Heritage at Risk designations in 2009, 2010 and 2018; notice of reducing abstraction permissions and 'High Risk' status of the cascade's large raised reservoirs in 2018, all point to the need for the restoration of London's most significant historic waterscape and remnant formal gardens, major works to manage flood risks and safeguard sustainable water supplies . It is also timely to take a fresh look at the changing community needs and aspirations for East London's oldest public park.
Reviewing the many opportunities and issues at Wanstead Park has been the role of the Wanstead Park Steering Group, chaired by the Friends of Wanstead Parklands. The Steering Group members includes representatives of the four landowners and Historic England. The first stage of their work has been the preparation of this 'Wanstead Park: Parkland Plan'.
Public consultation on the first draft plan was undertaken in 2016, following which there has been a period of review and reflection, in anticipation of High Risk reservoir designation and the changing nature of National Lottery's heritage funding. The Plan now better integrates new objectives for dam safety and flood management alongside heritage conservation, biodiversity gain and a balanced water budget that should all contribute to the long-term sustainability of the water system.
The Parkland Plan is a beginning. Significant projects are identified in the plan that will require substantial funding and achieving this presents a fresh challenge to resolve for all the project partners. There is, however, much we can be getting on with now and the Plan outlines how we can better use existing resources to achieve much needed improvements. We would like to extend our thanks to the partners for all their work and sustained involvement and to LDA Design for completing the task of preparing a plan that we hope will ensure Wanstead Park continues to be spectacular for a further 400 years.

EFCC Chairman and the Friends Chair

WANSTEAD PARK



The Temple 2016



View from the Grotto Boathouse 2016

1.0 Introduction

Wanstead Park is a nationally, potentially internationally, important historic designed landscape created around Wanstead House during the 17th to 19th centuries. It is Grade II* on Historic England's Register of Gardens of Special Historic Interest.

Following loss of the mansion and felling of many of the mature trees in the early 1800s, Wanstead Park was let for grazing and shooting. Later it was at risk of being lost to residential development. Significant parts of Wanstead Park were added to Epping Forest by City of London acquisition in 1882, and managed as a municipal park until the 1940s and principally for nature conservation and natural aspect thereafter. Further parts of Wanstead Park were saved from development by the opening of Wanstead Golf Club in 1893 and its outright purchase by Wanstead Sports Ground Limited in 1920, as well as by the London Borough of Redbridge at Blake Hall Sports Ground.

Surviving structures associated with Wanstead Park were listed in 1954, including St Marys Church (Grade I, and the only grade I building in Redbridge), The Temple, Boathouse Grotto and Overton Drive gate piers (Grade II). In 1970, Wanstead Park was designated as a Conservation Area, and further structures, including Wanstead Golf Club and railings and tombs in St Marys Church yard were listed at Grade II.

In 1990, the City commissioned a comprehensive study of the historic designed landscape -- Wanstead Park: A Survey of the Landscape (Debois Landscape Survey Group 1990) – which remains the definitive study on the subject. It focussed thinking about the significance of the historic landscape and informed some decisions in terms of capital investment and ongoing maintenance.

Wanstead Park's listing was revised to Grade II* in 2001, and English Heritage (now Historic England) placed Wanstead Park on the Heritage at Risk Register (HARR) in 2009 due to concerns that the designed landscape was in poor condition, divided under separate ownership and management, and at risk of further decline. As a result, the Wanstead Park Conservation Area, which largely corresponds to the Registered Park and Garden designation, was also added to the HARR in 2010. Due to further decline, the grotto and St Mary's Church have now also been added to the HARR in their own right in 2017.

Since 2009, a considerable amount of work has been undertaken to fully understand the landscape conservation and regeneration potential at Wanstead Park, including the following:

* Wanstead Park Conservation Statement (Chris Blandford Associates 2011)
* Haycock Hydrological Study (Haycock Assocs 2011)
* Strategic Assessment and Conservation Measures for Wanstead Park (Compass Archaeology 2013)
* Wanstead Park Rhododendron Survey (Lear Associates 2013)
* Wanstead Park Rhododendron Survey (Lear Associates 2014)
* Wanstead Park Hydrology Study (JBA Consulting 2014)
* Significant and Veteran Trees Survey (Lear Associates 2015).
* The Grotto: Conservation Plan, 2019 (Alan Baxter Assocs)

This has generated a substantial resource of valuable information and technical reports but there was a need to draw all these together and reach a consensus on the future direction, priorities and activity at Wanstead Park.

To assist this process, the City and its partner organisations (referred to as '**The Partners**' in this document) set up a Steering Group in May 2013 to progress discussions and cooperation, involving:

* the four main landowners - The City of London Corporation; Wanstead Sports Grounds Limited; Wanstead Parish; and the London Borough of Redbridge
* neighbouring local authorities - London Boroughs of Waltham Forest (covering part of Bush Wood) and Newham
* government agencies and strategic partners - Thames Water, Historic England and the Environment Agency
* Wanstead Park's friends group - the Friends of Wanstead Parklands.

A key aim of the Steering Group has been to develop a long-term 'Wanstead Park Conceptual Options Plan' to identify and prioritise opportunities for capital investment and potential changes in management to conserve, and/or restore many aspects of Wanstead Park.

However it will ultimately be the landowners who have responsibility for delivering the plan, in conjunction with the relevant organisations from the Steering Group.



Wanstead Merchandise 2017

2.0 The Site

Location and Context

Wanstead Park ('the Park') is an historic designed landscape associated with the former Wanstead House located in north east London in the London Boroughs of Redbridge and Waltham Forest.

Wanstead village in Redbridge lies immediately to the north. The River Roding flows along the western boundary of the park, beyond which lie the A406 North Circular and residential areas of Ilford.

Leytonstone in the London Borough of Waltham Forest lies immediately to the west.

The Aldersbrook village area lies immediately to the south, beyond which lie Wanstead Flats, the City of London Cemetery and the Manor Park and Forest Gate areas in the London Borough of Newham.

Wanstead Park also has an important part to play in current and future growth strategies and green infrastructure, such as at Ilford in East London, and being strategically located near the borders of three neighbouring boroughs.

London's newest park, the Queen Elizabeth Olympic Park is located to the south, in Newham, providing a contrast in design terms to Wanstead, one of London's oldest designed landscapes.



Figure 1 - Site location



Figure 2 - Aerial Photograph

Land Ownership

The Park covers an area of 162 hectares, split over four separate ownerships and management including:

The City of London Corporation
Acting as conservators of Epping Forest, comprising the public park known as Wanstead Park (c. 74 hectares), Bush Woods (c. 12.2 hectares) and parts of Wanstead Flats (c. 37.2 hectares)

Wanstead Sports Ground Limited
Comprising Wanstead Golf Club, Wanstead Bowls Club, Wanstead Cricket Club, Linkside Tennis Club, and The Warren Clay Court Tennis Club (c. 35 hectares)

Church of England (Wanstead Parish)
Comprising St Mary's Church (c. 1.4 hectares), the churchyard of which is managed by the London Borough of Redbridge

London Borough of Redbridge
Comprising Blake Hall Sports Club (c. 2.2 hectares), which is leased and managed by Wanstead Sports Club Ltd.

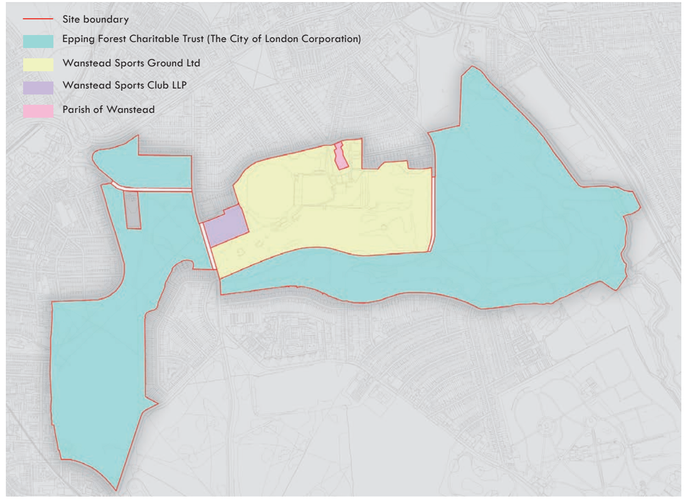


Figure 3 - Land ownership

Significance

The Wanstead Park Conservation Statement (Chris Blandford Associates 2011) sets out the significance of the Park in detail and is summarised below.

Historic significance

The Park is a nationally (potentially internationally) important historic landscape with international associations.

From the later 17th century, the Park was laid out as one of the most spectacular and ambitiously designed gardens in the country (and potentially even in Europe). During the 18th and in the late 17th to early 19th centuries successive owners responded to key trends in the English Landscape Movement (and more broadly to those within Europe) and Wanstead Park became a "must see" attraction for both British and foreign travellers in the London area during this time.

Sir Josiah Child and his descendants, arguably one of the richest families in England at the that time, invested significantly, involving nationally and internationally important architects and designers who contributed to its scale, ambition and success. Particularly relevant were George London and Humphry Repton - because of their importance and because features of their work still survive today. Royalty, both British and international (including the French Court), were associated with the Park.

Many features from this period still remain and still dominate the site today. This includes the significant artificial water bodies that formed a connected lake system and that were on a much larger scale than anywhere else comparable within the region. Indeed, when compared to other historic landscapes in London (e.g. Hampton Court / Bushy Park / Home Park; Hyde Park / Kensington Gardens), the Park is London's most elaborate surviving historic designed waterscape.

Other notable surviving features from this time include: the Long Walk terminating in the Canal; the Temple; the Boathouse Grotto; the North and South Mounts; The Fortification; the Amphitheatre; the former stables (now Wanstead Golf Club's building); St Mary's Church and churchyard; and earthworks associated with the former mansion and Repton's parterre. There is also surviving historic planting stock in the form of veteran trees, and rhododendron varieties.

The Park has historical value for its role as a public park (in part) since 1882, and for its sporting and recreational heritage (in part) since 1893, including Wanstead Golf Club's course designed by James Braid.

Archaeological Significance

Though currently not scheduled, the Park contains archaeology dating from the Late Bronze Age (circa 12th - 6th centuries BC). Evidence for occupation in that period is a number of pot sherds, dated by John Shepherd to the Late Bronze/Early Iron Age. Limited evidence indicates activity from the Roman period (mid 3rd to late 4th centuries) as a result of its location on the River Roding and local east-west transit routes.

The park is also defined as an Archaeological Priority Area (APA), as documented in Redbridge's 2016 'Archaeological Priority Area's Appraisal' document. https://www.redbridge.gov.uk/media/3214/lbr-276-archaeological-priority-zones.pdf

It describes the park as '*..representing a nationally important survival of the core of a post medieval high status park and pleasure grounds ....that can help in developing an understanding of designed landscapes of the 16th - 19th centuries. There is also the possibility of buried remains relating to a number of mansions associated with the park being identified.'*

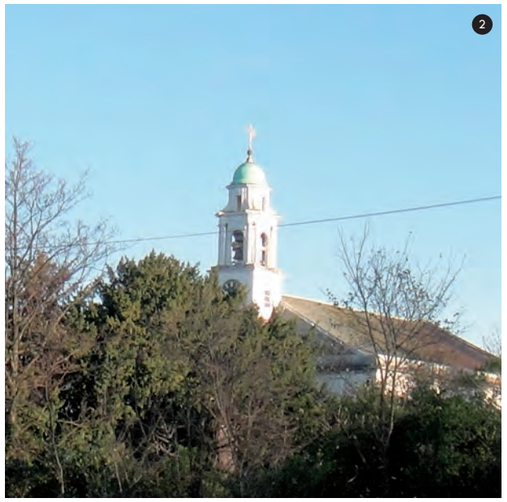
'Wanstead Park has the best preserved archaeological remains of a post-medieval designed landscape in London comprising extensive earthworks, extant landscape features (e.g. lakes & water courses), ruins, structures and designed planting arrangements.' These include mounts, the amphitheatre, 'fortifications (islands in the lakes) and sections of the Repton parterre.

The APA text points out that '*Wanstead Park is public open space so well suited to community projects and interpretation but also vulnerable to damage from erosion or vandalism. There is an underlying potential for archaeological evidence relating to prehistoric occupation, the Roman road and the Roman villa.'*

'There is also the opportunity to better understand medieval occupation within Epping Forest with the presence of a hunting lodge in the park as well as evidence of medieval settlement, the church and land management relating to the Saxon and medieval village of Wanstead. The APA also covers a cemetery with medieval origins and a number of Listed post medieval memorials. If the opportunity to study any of the burials within this cemetery ever occurred they could provide information on the life expectancy, general health and social background of the local community and the diseases that they were suffering from.'

WANSTEAD PARK











[1] Perch Pond.

[2] Grade I St Mary's Church.

[3] The former stables.

[4] Temple as backdrop to events.

[5] Boathouse Grotto, now on the Heritage at Risk Register









[1] Park users on the plain

[2] Veteran trees

[3] Acid grassland with anthills, on the plain

[4] Grass snake: priority species for conservation

[5] Community events



Ecological significance

The Park is of metropolitan importance overall for its ecology. The Park supports a range of habitats and features, including: veteran trees in the park and Bush Wood, lowland acid grassland; water habitats of uncommon scale and form; the River Roding; and woodland areas of good structural diversity and largely native species.

These habitats support a wide variety of important species -- including species protected by law and UK and local Biodiversity Action Plan species such as breeding and wintering water birds, woodland birds, skylarks, bats, stag beetles and other invertebrates.

Community significance

The Park is highly valued by the local community and by visitors, and there are local community organisations actively-focussed on its current and future use, maintenance and interpretation. The public park and Bush Wood are valued as wild and natural places of great beauty, and because they provide access to nature and wildlife.

The Park is valued for providing large green open space within a relatively dense urban context, and for being a place of quiet tranquillity with unexpected hidden treasures. The Park is also valued a place for informal leisure and recreation, as well as a venue for formal sports, particularly those parts under the ownership and management of Wanstead Sports Ground Limited and the London Borough of Redbridge.

Strategic Significance: Social, Environmental and Economic

Given its high significance summarised above, the Park's revitalisation will mean it plays an important role within the social, environmental and economic regeneration of East London. Once its numerous assets are restored and more people are aware of Wanstead, its regional significance to London will be better recognised.

There is a wealth of evidence that high quality and accessible green space supports community cohesion, contributes to environmental resilience, and enhances property prices - acting as a stimulus for inward investment.

The Park provides numerous opportunities for improving health and well-being, from sport and formal/informal recreation to access to green spaces and nature. Wanstead Park and the adjacent Roding Valley Park are part of the All London Green Grid, and the Queen Elizabeth Olympic Park is only 10 minutes away by bicycle. Wanstead Park can also be presented as part of East London's essential green space infrastructure that provides 'ecosystem services' and helps drive future growth in the area.

Context

Wanstead Park is just one of the many historically significant sites and heritage assets that are within Epping Forest. The others include:

* Copped Hall (Grade II*, Lancelot 'Capability' Brown)
* Highams Park (Locally listed, Humphry Repton, 1794)
* Grounds of Grade II*-listed Warren House (Humphrey Repton, 1816)
* Knighton Wood (Edward North Buxton, 1863)
* Snaresbrook (Sir George Gilbert Scott / William Moffat, 1843)
* 3 historic golf courses -- Chingford (Wm Dunn Jr, 1888), Woodford (Tom Dunn, 1890) and Theydon Bois (James Braid, 1890)
* the second oldest cricket pitch in England at Woodford Green (1735).

The City of London has a statutory duty under the 1878 and 1880 Epping Forest Acts to manage and preserve the 'natural aspect' of the Forest, as well as 'historic features' and 'former ornamental landscapes'.

In accordance with this plan, Wanstead Park will be managed to sustain the ornamental designed heritage assets as well as the much valued natural aspects. This is in the context of the City of London's Epping Forest Historic Environment Policy 2014, and alongside its portfolio of heritage assets within the forest.

With improvements to both the natural and the historic aspects, its value as a regionally significant designed landscape will be better known and appreciated.



Northumberland Entrance and Heronry Pond. 2015

3.0 The Project

The Brief

Acting on behalf of the Steering Group, the City of London first appointed LDA Design in November 2014 to undertake a review of the knowledge and evidence base on Wanstead Park and to provide direction for future planning, assembling a 'Wanstead Park Conceptual Options Plan' (which subsequently developed into the 'Parkland Plan') and associated Cost Plan.

LDA Design were tasked to work with the Wanstead Park Steering Group to establish a consensus within the partnership's key stakeholders over the conceptual options that should be included in future landscape conservation and regeneration at the park.

It is not the intention that this plan should repeat the descriptions, research or conclusions contained within the Conservation Statement or Hydrology Study, but be used in conjunction with them, to set out future aspirations and prioritise practical actions to progress them. For further details such as descriptions of the various character areas and subsequent conclusions, please refer to those documents directly.

In particular the brief for this study was to:

* Develop an agreed landscape (management) aesthetic that would reveal and allow the palimpsest of historic landscape layers to be appreciated, but also be sustainable to an acceptable standard of maintenance within current maintenance budgets

* Identify a landscape conservation and regeneration programme that will lead to the removal of the park from Historic England's Heritage at Risk register;

* Identify a landscape conservation and regeneration programme that would make the park's physical structure, natural and heritage assets more accessible to encourage more people to visit, from the local and a wider audience. In doing so, increase the park's profile and public awareness

* Identify those elements of the plan that may satisfy the criteria for one of the National Lottery Heritage Fund's grant programme, which is the most realistic funding option for any larger scale project; The new funding programme runs from 2019-2024

* Compile a high level capital cost plan for delivering the above landscape conservation and regeneration works;

* Compile the annual revenue costs of managing and maintaining the parkland post completion of any programme of works.

Consultation and reaching Consensus

Draft proposals for the future management of the Park were put out for public consultation on 23 February 2015. 272 responses were received to the questionnaire;194 via an online response form and 78 using paper questionnaires and four organisational responses from; English Heritage (now Historic England), the Friends of Epping Forest, Vision RCL and the Wren Wildlife and Conservation Group.

There was public support for proposals to improve public access and to address water management issues while ensuring that the park retains its existing natural character. Concerns were expressed about the potential for 'over restoration' of the Park as a formal designed landscape.

Following public consultation LDA Design produced a draft Options Plan in April 2015 which identified proposals into three categories:

Priority Projects: Activity which should be addressed in the next 5-7 years;

Longer Term Priorities: Where resource and planning needs or the project precedence require a longer time frame of 7 to 15 years

Possible Future Aspirations: Desirable as future aspirations of 16+ years

Once the proposed 5-7 year Priority Projects were compiled it was evident that the scale of resources required meant there was a need to further prioritise this activity to a scale in line with the realistic level of potential funding that seemed likely to be available at that time.

Heritage At Risk

Historic England is the public body that champions and protects England's historic environment and the Heritage at Risk programme is an important part of this remit.

Wanstead Park was placed on the Heritage at Risk Register in 2009 due to deterioration of the historic designed landscape including fragmentation and other impacts of divided ownership on landscape management; obscured designed views; deteriorating condition of the lakes, veteran trees, landscape monuments and structures; overgrowth and reversion to woodland, as well as the need for appropriate investment and conservation.

Since then Historic England has been active in supporting research and in working with the Steering Group to secure improvements to the Park.

Sites remain on the Heritage at Risk Register until Historic England consider more positive management and use operations are in place, which in the case of Wanstead Park would involve completion of the following work:

Production of the costed Conceptual Options Plan encompassing the entire extent of the Registered Park and Garden, and its endorsement by the Steering Group and formal adoption by all of the landowners.

Implementation of the Priority Projects set out in the Conceptual Options Plan to improve the condition, appearance and legibility of surviving historic landscape features across the whole of the Registered Park and Garden, including:

* Water bodies (single largest issue): Ornamental Water, Perch Pond, Heronry Pond, Shoulder of Mutton Pond and the Basin, including works to improve water supply/catchment and sensitive accommodation of works required to address 'high risk' status under the Reservoirs Act.
* Boundaries/Views: works to improve the physical and visual connectivity of the different parts of the registered park and garden, and between the structures and landscape features within it.
* Veteran Trees: enhanced arboricultural management throughout the Park, including Temple Avenue and Evelyn Avenue in Bush Wood.
* Long Walk: on-going management of grass and woodland edge to maintain the designed linear form and view corridor.
* Great Amphitheatre: enhanced vegetation management to reveal shape and extent of the feature and prevent invasion of scrub.
* North and South Mounts: works to assess stability and viability of stabilisation and/or restoration, enhanced management of vegetation to reduce further decline and reveal shape and extent of the features, and on-going management of the surrounding yew hedges.











[1] The Boathouse Grotto.

[2] North Mound - obscured.

[3] Heronry Pond - leaking liner, and municipal concrete apron.

[4] The Temple (east front).

[5] The Plain - Anthills are not a heritage at risk item per se, but do add to the complexities of site management and use.

All photos LDA Design, 2015 - 2017, unless credited otherwise.



Straight Canal / Long Walk. 2015

* Boathouse Grotto: works to determine a sustainable long-term solution to improve the condition and management of the structure and its presentation and setting within the designed landscape.

* Provision of assurances of on-going management of the landscape and structures, secured through forming a management board or similar to oversee delivery of the capital works and implementation of a costed 10 year management and maintenance plan.

The indicative costs and timeframes for the work packages outlined in the Conceptual Options Plan mean it is unlikely that a single phase or project will address all of the priorities outlined above, resulting in the removal of the registered park and garden from the Heritage at Risk Register.

A phased approach would, however result in changes to its Heritage at Risk condition assessment, including changes to published fields (Summary text, Condition, Vulnerability, and Trend) and unpublished fields (Priority Category), which will illustrate improvement and progress towards removal.

National Lottery Heritage Fund

It is possible for Wanstead to be the subject of National Lottery Heritage Funding, under the new Investment Portfolio 2019-24. This will comprise Grants for Heritage £250k–£5m and will fund:

- Heritage campaigns
- Joint funds to deliver strategic initiatives in partnership, such as Re-thinking Parks
- Social investments such as impact funds and loans
- Two rounds of major grants of over £5 million in 2020-21 and 2022-23

Projects awarded grant assistance on the Heritage Grant programme will need to contribute towards the following outcomes:

National Lottery Heritage Grants 2019 - 2024 for £3,000–£5 million

9 Outcomes:

With NLHF investment:

* A wider range of people will be involved in heritage

* Heritage will be in better condition

* Heritage will be identified and better explained

* People will have developed skills

* People will have learnt about heritage, leading to change in ideas and actions

* People will have greater wellbeing

* The funded organisation will be more resilient

* The local area will be a better place to live, work or visit

* The local economy will be boosted



Straight Canal / Long Walk. Magic lantern slide with a view to the west along the Straight Canal. c. 1837-1901. Courtesy FoWP

National Lottery Funded Heritage Grant Programmes

The Parkland Plan identifies a set of projects of landscape conservation, building restoration and adaption and regeneration programme that should satisfy the criteria for the Heritage Lottery Fund's (NLHF) grant programme.

The 'Heritage Fund' programme is the NLHF's grant programme for projects related to significant heritage sites. It is now the only major grant programme suited to historic parks and cemeteries in the UK, since the demise (Dec 2017) of the dedicated Parks for People programme, specifically for historic landscapes. Heritage Grants are from £1m to £5million.

Strategic Context: Complimentary Projects

Alongside Wanstead Park, there are other current plans underway that must be taken into account when considering the long term strategy for Wanstead. These together with their relevance to Wanstead are listed below:

Parklife Project: Wanstead Flats
The Parklife Football Hubs programme is a new football funding scheme supported by The Football Association (FA), Premier League, Department for Culture, Media and Sport (DCMS), Sport England, the Mayor of London (MOL) and the Football Foundation.

The scheme aims to create a number of football 'hubs' across London before the programme is rolled out nationwide. The Football hubs aim to be financially sustainable sites catering for football that will encourage more people to play more regularly or become more active.

This means that any potential future pressure for sports provision at Wanstead will be reduced, but pressure on carparking in the surrounding areas may be increased at certain times, which may influence decisions regarding parking at Wanstead.

Large Raised Reservoir works
A cascading chain of three ponds (Heronry, Perch and the Ornamental Waters) were designated in 2018 by the Environment Agency (EA) as being Large Raised Reservoirs and High Risk under the Flood and Water Management Act 2010. The High Risk designation has been given due to the consequences of dam failure and the impact of this downstream. The City of London has a statutory duty to ensure that the pond structures meet the standards required of High Risk reservoirs. The capacity of the pond structures to safely overtop during the Probable Maximum Flood needs to be established through conducting an engineering assessment of the pond structures and modelling the pond system. If this study identifies that the current situation is not sufficient, then further work will need to be undertaken to bring the ponds structure up to required standard.

In summary: To address the public safety issue that this new status confirms, a major piece of work will be required to the waterbodies.

This is most likely to cost anywhere between £5-10m, and as part of it there are opportunities to design a waterscape 'restoration' package, in conjunction with the raised reservoir works. These can if designed sensitively, improve biodiversity and reveal or reinstate historic lake features.

It's associated landscape restoration works, once the statutory works are complete, should be considered as a matched funding source for a major bid to the National Lottery Heritage Fund.

Refer to the '**Waterscape' pages in Section 4.0** for further on this.

Shonks Hill Flood Alleviation works
The Environment Agency (EA) have proposed £5.2 Million Flood Alleviation Scheme at Shonks Mill, Chipping Ongar designed to protect 900 properties in Loughton, Woodford, South Woodford and Wanstead. The Scheme has been awarded Flood Defence Grant-in-aid of £2.4 Million with Local Authorities and Riparian landowners expected to provide the balance of £2.8 Million. The EA has assessed the City of London's contribution at up to £500, 000 with discussions still being progressed.

St Mary's Church
The Church of St Mary the Virgin in Wanstead was consecrated in 1787 and is considered to be one of the finest Georgian churches in England. It was listed as Grade 1 in 1954 and for much of its history it has been associated with Wanstead Park. In 2017 it was awarded £263,700 in Heritage Lottery Funding to help undertake repairs to the north and west walls of the church.

WANSTEAD PARK



St Mary's Churchyard. 2015

4.0 The Parkland Plan

Visioning

In the early stages of the Plan in 2014, LDA Design led a series of workshops with the Steering Group and other key stakeholders to discuss the significance of the Park and key issues facing the Park. The purpose was to identify a vision for the park, discuss a long list of conceptual options and begin to assess priorities.

As a result of these discussions, the Parkland Plan offers the following 'vision' for Wanstead Park:

Parkland Plan Vision:

"Wanstead Park is London's greatest surviving designed historic waterscape and one of the country's most spectacular and ambitiously-designed 17th and early 18th century landscapes.

It has the potential to become one of London's destination parks -- a unique and stunning landscape combining a sense of wilderness, tranquillity and experience of nature with spaces for fun, entertainment and getting active outdoors.

A revitalised park could reveal and celebrate the many unique aspects of its special landscape, welcoming all local people and visitors from further afield."

WANSTEAD PARK



Trees on the dam, Perch Pond. 2014

Page 151



The Avenue, Bushwood. 2014

Key Objectives

In order to deliver this long term vision, the conceptual options are varied and range from one-off major capital expenditures, such as stabilising lake water levels, to relatively simple actions such as re-focussing on-going maintenance in the various parts of the Park. The large size of the Park and the potential need for significant funding means that the Plan and its delivery is a long term commitment with some actions more readily achieved than others.

The key objectives of the Parkland Plan are:

* Addressing visitor needs to provide an accessible, legible and revealed historic landscape that will act as a 'Southern Gateway' to the wider Epping Forest landscape, albeit with a distinctly different, historic character.
* Improving visitor facilities and access to and around the park, including developing The Temple area as a visitor hub with improved access, catering and flexible space for events.
* Identifying opportunities for income generation to ensure financial sustainability.
* Improving water management to reduce calls upon scarce aquifer abstraction, establishing the strategy for creating a sustainable and resilient lakes system.
* Ensuring that the major package of works that will be needed to satisfy the Reservoir Act are designed in such a way as to both respect and benefit the historic significance of the waterscape and surrounding landscape after the works. (They are now designated as being of 'High Risk' category of Large Raised Reservoirs. (2018)
* Revealing the full extent of the designed waterscape.
* Conserving the Boathouse Grotto and its appreciation by the public.
* Restoring views and revealing historic features .
* Improving entrances and better surfaced paths throughout
* Enhancing the Park's natural aspect through the management of its water bodies, grassland, woodland and ancient trees.
* Promoting research into Wanstead Park, its history, management and biodiversity.
* Support increased community and volunteer involvement in the park.
* Promoting and establishing a realistic strategy to unite the various Park landscapes through coordinated management by the four landowners.

[1] Photo of the Avenue, 2014. Bushwood. Leytonstone

[2] Postcard showing the Avenue, Bushwood. Postmarked 26/10/191. Courtesy FoWP



Reference Period

The public park is heavily dominated by late 17th to early 19th century landscape features; however, its development as a public park in the late 19th to early 20th century and its subsequent management primarily for nature conservation has created a character and natural aspect which remains of relevance to many regular users and visitors.

Bush Wood contains Evelyn's Avenue, which dates back to the late 17th to early 18th century, with the layout and character of its remaining areas and Wanstead Flats largely dating from 1823-1893.

Wanstead Golf Course mainly dates from the late 19th century onwards, except for some special features such as The Basin which dates back in its present form to the early 18th century. St Marys Church and churchyard date back to the 18th century.

It is clear that the Park displays features from throughout its history and development. As such, the Plan aims to present the Park as a palimpsest -- a landscape where the landforms and features are not of the same age and different areas of the park have evolved in a variety of environmental conditions, as a response to different man-made and natural processes. The plan will be to conserve and enhance the key remaining features without seeking to re-create a design from a single period across the whole of the Park.

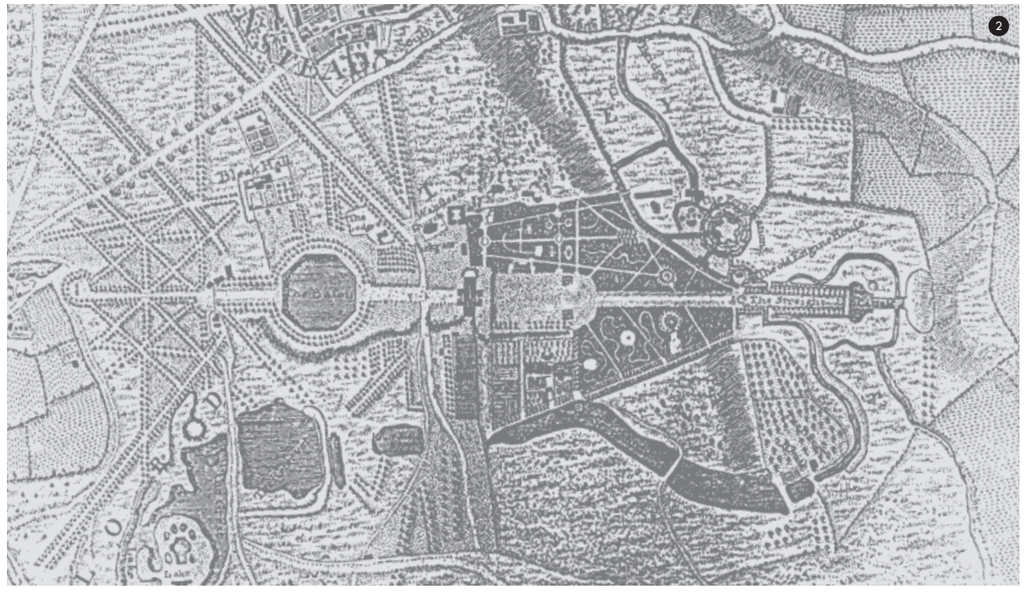
It should be noted that the aim is to reveal and conserve the surviving features as a relict landscape, but to do so with a light touch. The aim is to avoid over-restoration, which - in any case - is unlikely to be manageable within available budgets. It is important to achieve an aesthetic that maximises both the natural and biodiverse qualities, while allowing the historic designed landscape to be revealed and legible.



[1] Photograph, from a group of six (ARN0297-0302) inclusive, showing photographs taken by members of the Hobbs family in Wanstead Park. Images dated 1896-1907 from the cover of the album.

Courtesy FoWP







Extracts from:

[1] Searles, 1779.

[2] Rocque, 1744-45.

[3] Doyley, c.1818 (exact date unknown, but shows The Reservoir drained and planted, which was not done until c.1818)

Themes

A Unified Plan
For almost 300 years, the Park was managed as a single entity. Since the late 19th century, the Park has been divided under separate ownerships. Each of the four current landowners has developed, managed and maintained their part of the historic landscape in different ways and with different objectives, whether for sport, nature conservation, etc.

Over time, these differences in ownership and management have introduced barriers to visual and physical access, afforded differing degrees of public access, differentiated character and appearance, and separated inter-related ornamental features.

As a result, the historic landscape has become fragmented, making it difficult for users and visitors to experience and understand.

The Plan sets out a vision and priorities for a unified and revitalised landscape across all ownerships within the Registered Park and Garden designation.

A restored landscape will have benefits for each of the partners' organisations by providing an improved, unique environment that distinguishes it from its competitors, and creates an attractive and prestigious setting that people will want to be associated with. A common goal would be to continue to work together to restore the Park's landscape unity, coordinating efforts towards conservation, restoration and management of significant heritage features.

Actions:

* Identify priorities for each of the partners, with timescales
* Create an ongoing 'tracker', to ensure issues are documented and progress maintained
* Hold progress meetings every 6 months to track progress and maintain momentum

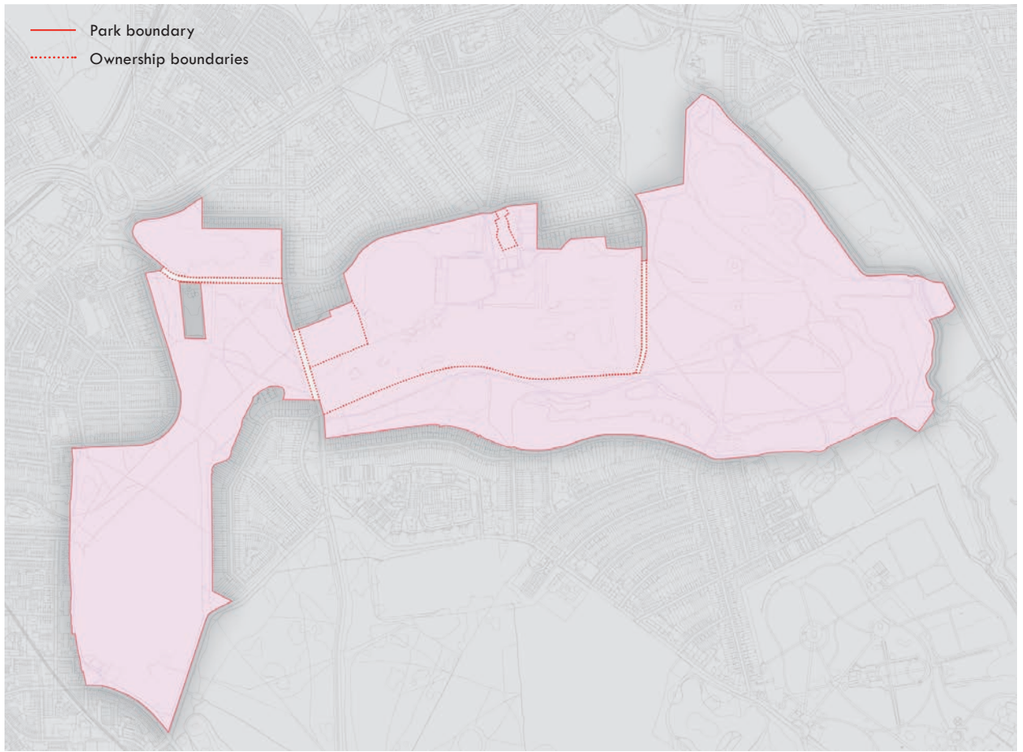


Figure 4 - A Unified Plan



Waterscape

The Park is London's greatest surviving designed historic waterscape and the surviving ornamental water bodies form the most significant element of the historic landscape.

The waterscape comprises the cascade lake system of The Basin, Shoulder of Mutton Pond, Heronry Pond, Perch Pond, The Dell, and the Ornamental Water, with the River Roding forming another significant element and valuable 'blue ribbon' along the eastern edge of the Park.

Each element of this waterscape is not only an ornamental feature of considerable heritage value but also wildlife habitat important for its natural aspect.

The supply and management of water remains a critical issue, with leakage of the Heronry Pond presenting a significant problem. Also, The Basin, Heronry Pond, Perch Pond and the Ornamental Water are Large Raised Reservoirs (LRRs) under the Reservoirs Act, with associated management responsibilities. These have been (Jan 2018) classified as being 'high risk' by the EA and the engineering assessment including investigative surveys that need to be undertaken to determine the best course of action for lakes and water supply system, is programmed by City engineers to be carried out **by March 2020, within the 3 year period from Jan 2018.**

At present water is suppled from the aquifer by a borehole. This water extraction is by license from the Environment Agency. The existing abstraction licence has been extended by the EA until 2021, but they have stated that it will not be renewed after then, should no action be taken to reduce leakage from the ponds. LRR works will need to take this and the other lake issues (such as the Groundwater Protection Zone) into account as part of the engineering assessment studies.

The ponds have a variety of longstanding issues surrounding adequate supply of water and leakage.

Supplying water by borehole is exacerbating biodiversity issues within the ponds due to a reduced level of oxygen in the aquifer water. In addition, the EA are also reviewing the flood risk within the Roding Valley, including the stretch of the River Roding adjoining the site. The City, as extensive riparian owners in this area, will likely be asked to contribute to any improvements that

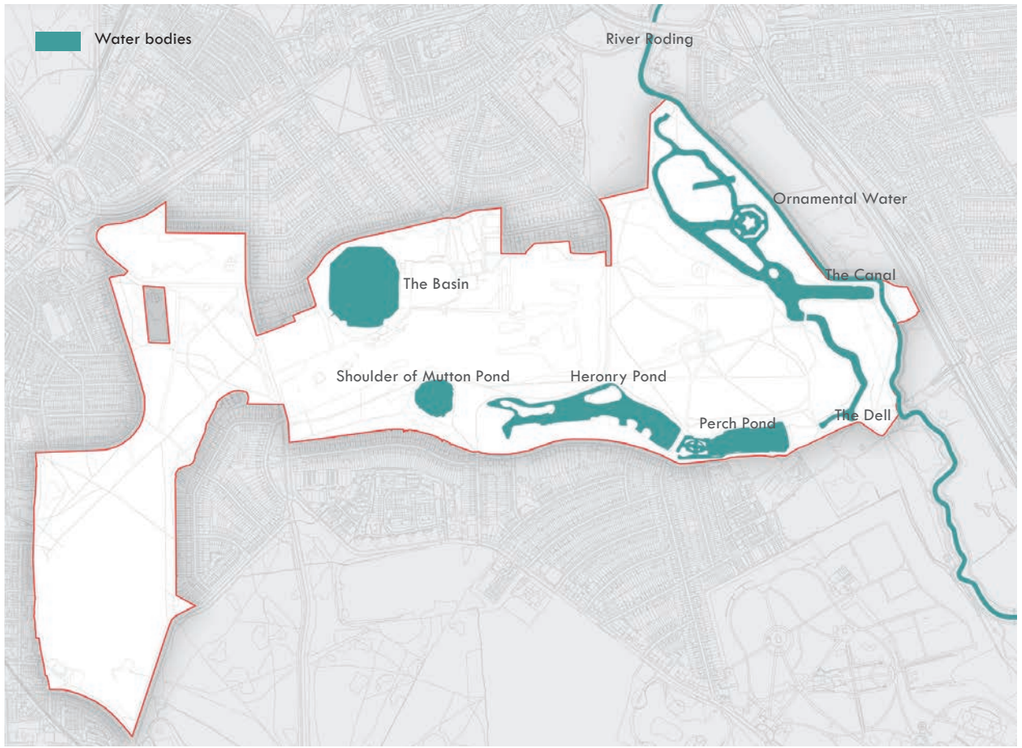


Figure 5 - waterscape

are required. It is considered a possibility that making upstream improvements of the water attenuating capacity within the park or using the Ornamental Water for winter storage could reduce this liability.

With works to bring the reservoirs to a required standard there is an opportunity to improve other wider aspects adversely affecting the ponds and the park more widely in an efficient and holistic manner.

Some water bodies see active management, notably Perch Pond which requires control of invasive aquatic plant species. Other areas, such as the Ornamental Water, see little active management and this minimal intervention may have benefitted wildlife; however, it has meant that ornamental aspects of some significant surviving heritage features have become obscured and difficult to interpret as such by park visitors.

The LRR works should prioritise, not only making the lakes safe, but include making the lake cascade sustainable in terms of water supply, ecology, invasive species, habitat provision and heritage. It must be a robust and resilient design solution, and cover all aspects, such as: investigate the impact of service trenches and leakage from historic water bodies. At the same time, investigate and repair surface water and land drainage elements to increase inflow to the water bodies, as well as explore winter pumping from the River Roding with the EA.

It is suggested that in some areas, ornamental aspects of the historic designed waterscape take priority over the 'natural' or unmanaged edges and margins. This approach requires a balance so that 'ornamental' areas do not preclude natural aspects, and 'natural' areas do not preclude maintaining some legibility of the designed landscape, eg views, or definition to a waters edge.

Areas where the more ornamental and natural aesthetic approaches should be adopted as part of any works, are shown below:

Short term Actions are therefore:

* Agree design and extent for implementation of habitat improvements, and edge treatments that allow legibility and definition of the designed waterscape, in conjunction with LRR works.

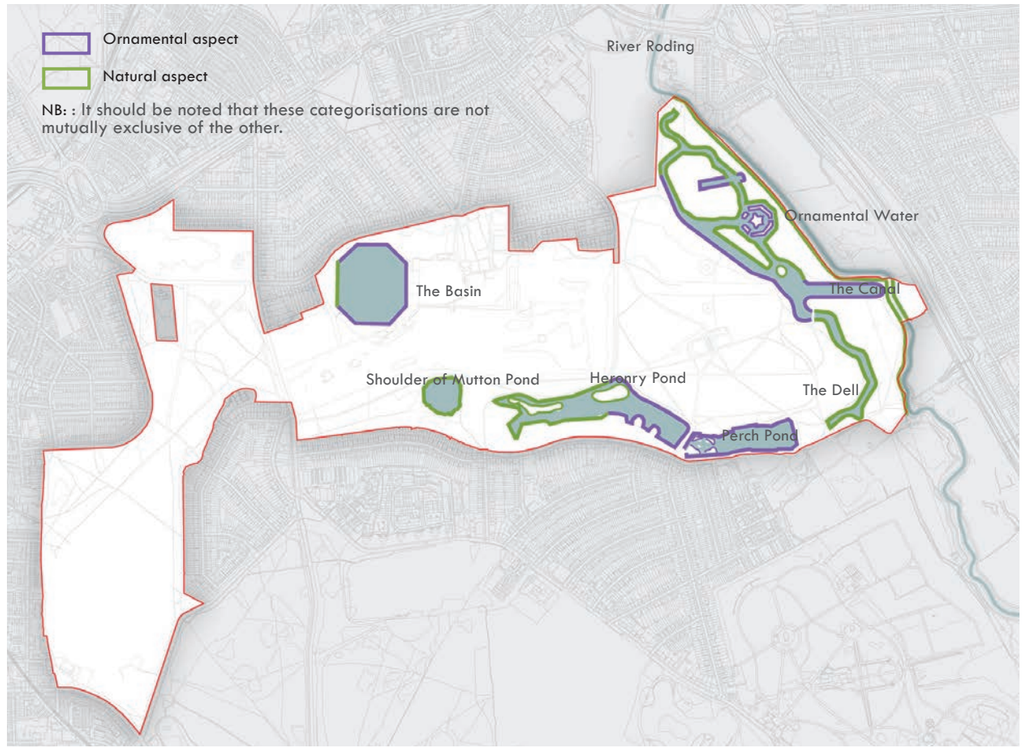


Figure 6 - waterscape prioritisation

Waterscape: Programme, Conservation Principles and Priorities:

Until the engineering assessments and investigative surveys have been undertaken (anticipated March 2020) it is difficult to predict exactly what needs to be done to address the water supply and LRR flood risk problems. However, assuming major hydrology works are required, the outline anticipated programme is as follows:

Programme Item:	**Date By:**
Engineering study and assessment	Mar 2020
Consultation following modelling	June 2020
EFCC and City approvals	Oct 2020
Engineers/Designer appointment	Feb 2021
Detailed options	Aug 2021
Options consultation	Nov 2021
Detailed Options Appraisal	Mar 2022
Inclusion in Capital project	June 2022
Detailed design	Mar 2023
Contractor tender and appointment	Dec 2023
Authority to start & lead in time	July 2024
Start on site	Aug 2024

This outline programme can ensure any application for National Lottery (or other) funding can be made in a timely manner so the resulting aesthetic and ecological improvements are carried out during or at the end of the LRR works. **See outline programme at 6.0 section 5.** The timescale should fit well with an application for lottery fuding which would take 3 years from start of the process, to works commencing on site. The current funding round is 2019-2024, with grants lasting for 5 years.

Previous Studies

Previous hydrological studies have been carried out at Wanstead, namely the 2011 Water Conservation Statement by Haycock Assocs and the 2014 Hydrology Study by JBA.

The hydrological assessment from the 2014 JBA Study reported the key solutions as follows:

1 Maximise inflow available by to sustain the water levels, by ensuring surface water drainage and ditches are effective and possibly amending the golf course drainage into Wanstead lake system.
2. Relining Heronry - but this is not a guaranteed solution as it may increase losses to Perch Pond further down the system.
3. Winter pumping from the Roding.
4. Connect or reconnect surrounding drainage water outlets to the lake system,

Options to increase water levels summarised in the JBA & Haycock reports were to:

1. Refine water balance monitoring, and demands, leakage reduction.
This will include using automatic water loggers and improving the data recording process, as well as installing additional groundwater monitoring close to Ornamental Water and at the west of Heronry Pond. Additional monitoring will enable assessment of the magnitude of leakage in Heronry Pond and Ornamental Water, and feasibility of leakage reduction solutions.

Sectioning of the pond to identify leakage locations and ensure water in priority areas exist is also recommended.
Particular focus should be on the vegetation potentially causing leakage, poor sealant of the gas pipe or leakage through the sewer trench.

Also raising the outfall height from Ornamental Water into the Roding may increase levels and benefit circulation.

2. Identify a more effcient and reliable water source.

(a) Determine the feasibility of raising the groundwater abstraction licence. An application to increase water abstraction is only likely to be successful after leakage control to Heronry is done.
(b) Relining Heronry to reduce leakage.
(c) Assessing whether better use of the Northumberland Avenue and Woodlands Avenue surface water drains input is feasible (capital works costed at ~£150k in 2010).
(d) Feasibility of re-activation of the Blake Hall Crescent sewer infow through Reservoir Wood and methods to make source more effective.
(e) Assessing the feasibility of the diversion of storm sewers to provide additional flow to the lake system depending on water quality issues. If this is feasible, a suitable filtration to ensure water quality must be designed.

4. Shoulder of Mutton:
Re-activate the Blake Hall Crescent sewer inflow through Reservoir Wood.
Surveys and engineering calculations need to be assessed to determine the feasibility of increasing conveyance without reducing the filtration function. It will be necessary to assess the effectiveness of drains previously cleared of tree roots and silt, to see if it needs to be repeated or drains repaired to increase the flow of water.



View from the Canal looking west up the Long Walk

5. The Dell :
This area could be formally managed as a wetland to ensure benefits are maximised in both water quality and ecology. This will include the introduction of an outflow structure to manage water levels.

6. Winter Pumping from the Roding
Establish if this is feasible, in conjunction with the EA and the Large Raised Reservoir works.

Earthworks

The Park contains substantial evidence of previous stages of its historic development in the form of earthworks and related features (as recorded in the RCHME in the Debois survey).
Among these, there are a number of substantial and significant earthworks which can be associated with the formal gardens of Wanstead House, including:

* The site of Wanstead House
* The North and South Mounts
* The Great Mount
* The Amphitheatre
* The Fortification
* Perch Pond Islands
* Mount in the Great Lake (Heronry Pond)

The site of Wanstead House ('Mansion Site') is visible, but lies within land owned by Wanstead Sports Ground Ltd with restricted public access. The Mounts, Amphitheatre and islands have been almost entirely subsumed beneath self-seeded vegetation and the successive regeneration of woodland, obscuring their forms and blocking views.

The Partners should reveal these features and make them accessible to better illustrate the scale and significance of the historic designed landscape. They should prioritise interpretation of the Mansion site by improving visibility from the publicly accessible areas of the Park, and arranging occasional access in conjunction with the Golf Club.

Actions:
Priorities for revealing and maintaining some of the features should be:

* Enabling some clearance of the larger woody scrub from the North and South Mounts
* Clearance of a 1-2m from the edge of the Fortifications and Mount in Heronry, to enable the landforms and islands shapes to be read.
* Arrange Open Day sessions to the Mansion Site in conjunction with the Golf Club, eg Open Garden Squares Weekend.
* Discuss maintenance of these features, which could be well suited to volunteer groups
* Decide which aspects of the historic landscape and earthworks could be interpreted through virtual reality, as part of a funding bid and project. (Brief will be required)

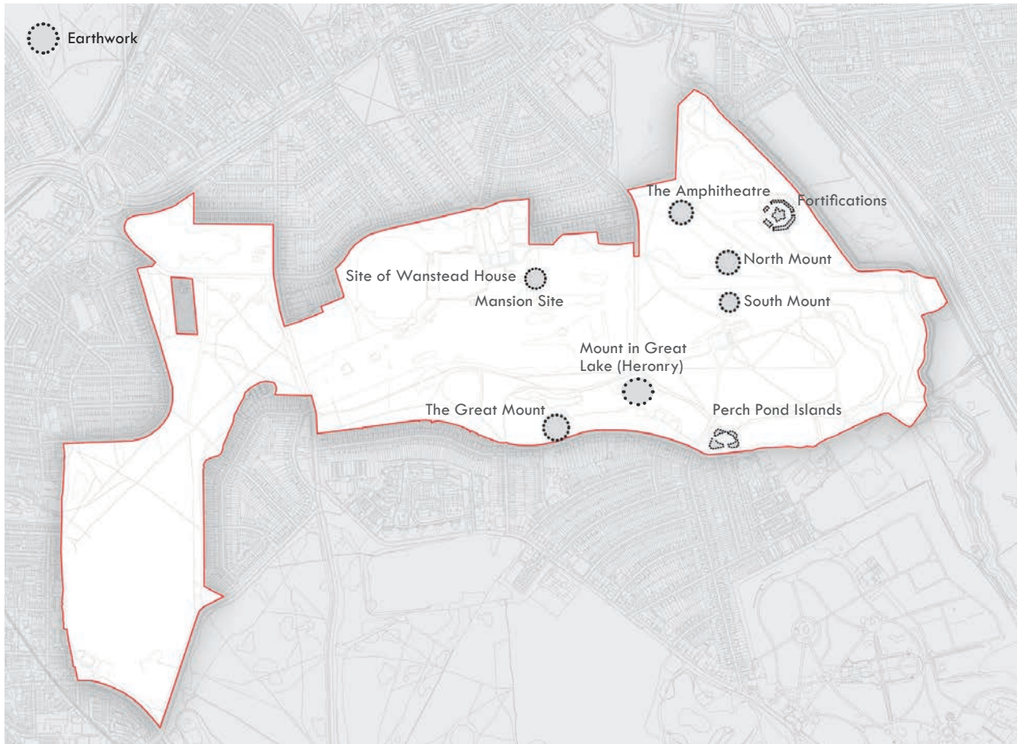


Figure 7 - Significant Earthworks

Views

Views form a significant ornamental element of the historic landscape. Many have been interrupted by vegetation either planted or allowed to grow along modern ownership boundaries or for specific management and land uses. Other views between surviving earthworks and water bodies have been lost to successive regeneration of unmanaged self-seeded trees and shrubs within woodland areas and along the banks of water bodies.

The Partners should maintain and reinforce surviving views and restore important lost views to better illustrate the scale of the designed landscape. This should include improving inter-visibility between the public park and Wanstead Golf Course by opening-up and maintaining selected historic views along shared boundaries.

Conservation Principles and Priorities
The most significant view remains between the Mansion site and the Ornamental Water along the Long Walk and Canal. Even with the sports fencing and structures partially obscuring these key views, it should be a priority to create a visual link between the Long Walk and Golf Club.

Other important views include the following:

* Entrances into the park
* The Chestnut Avenue west of the Temple
* Evelyn's Avenue in Bush Wood
* Between the Mansion site and The Basin
* To the Grotto from the banks of the Ornamental Water
* Between the Amphitheatre and The Fortification
* Between the North & South Mounts and the Ornamental Water
* Between The Plain and Perch Pond
* Between the Mansion site and Shoulder of Mutton and Heronry Ponds
* Between Overton Drive and The Basin.

Actions:
* Prioritise views to open, and incorporate into an agreed masterplan.
* Work with Friends of Wanstead Parklands (FoWP), Epping Forest Conservation Volunteers (EFCV) and the Wren Conservation Group (WREN) groups to keep views open and vegetation managed

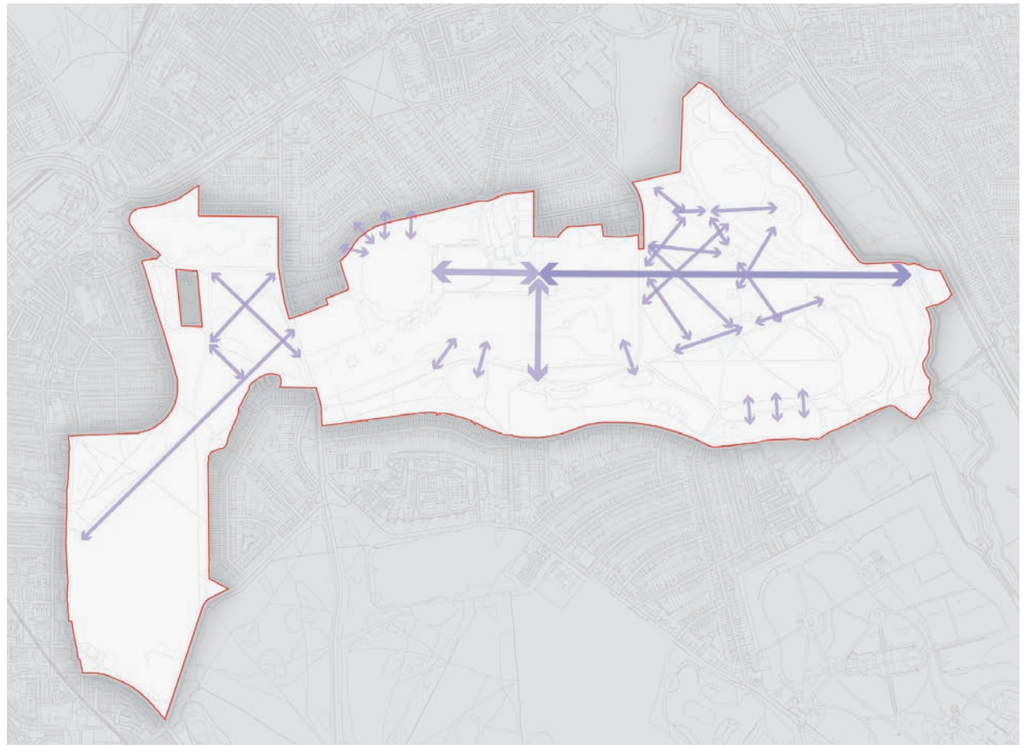


Figure 8 - important views

Trees and Woodland

The Park suffered from the loss of many mature parkland trees following the sale in the early 1800s, and significant parts of the site were affected by tree losses as a result of Dutch Elm disease in the 1970s, particularly Warren Wood. Nevertheless, the Park provides a valuable aggregate of woodland habitat within urban east London, with Bush Wood and Reservoir Wood presenting good structural diversity and low representation of non-native species. The Park includes Ancient Woodland, numerous significant veteran and mature trees supporting rare flora and fauna.

Some have significant heritage value, e.g. early 19th century 'bundled' trees, the mulberry in Wanstead Golf Course, and specimens forming Evelyn's Avenue in Bush Wood and the Chestnut Avenue west of the Temple. There are historically-significant rhododendron cultivars within the park. Chalet Wood and Warren Wood support significant populations of bluebells, which is a much-loved feature among visitors to the public park. Woodland on the islands in the Ornamental Water and in River Wood and Whisker's Island provide a valuable buffer, screening views and some noise from the busy A406 North Circular.

Much of the woodland within the Park sees minimal intervention. The large extent of self-seeded secondary woodland has limited access and obscures views to/from significant ornamental features within the historic landscape, notably the earthworks and islands. Warren Wood features large numbers of poor quality or dead elm suckers, and sycamore trees throughout the Park suffer from Sooty Bark disease. The area south and east of the Grotto also has good trees, not as dominated by elm as more northerly areas prior to the 1970s.

The objective for the woodland must be to manage it as a backdrop to the historic landscape, removing trees where necessary to reveal significant earthworks, views and buildings, but favouring minimal intervention and natural succession of woodland while actively managing veteran trees, and avenues and strategic views. By revealing existing ornamental features and associated view corridors will better illustrate the scale and significance of the historic landscape, particularly where such management benefits other uses, e.g. extending the bluebell walk in Chalet Wood to include the South Mount.
A few remnant trees from the Union Jack planting on the plain survive, despite the poor soil there, and their replanting could be considered.

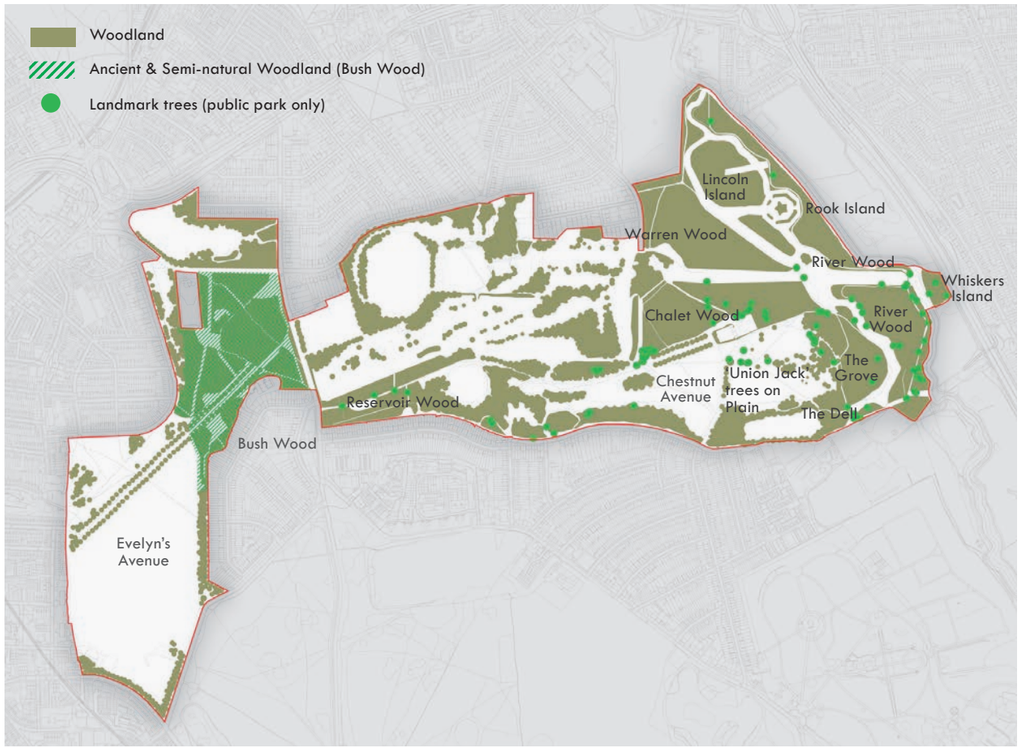


Figure 9 - Woodland, ancient woodland and landmark trees (public park only)

Grassland

The Park includes substantial areas of grassland managed for its natural aspect, with other areas accommodating heavier use for recreation and amenity.

Significant areas of acid grassland with anthills are present in the eastern and central parts of The Plain and on Wanstead Flats at Bushwood Flats and Bushwood North.

The western part of The Plain, the Chestnut Avenue, the Long Walk, large parts of Wanstead Flats and the edges of some water bodies are more heavily trafficked and managed as rough grassland.

The area enclosed by railings to the west of The Temple is closely mown as amenity grassland and provides the only dog-free area within the Park (accessible at weekends during opening hours for the Temple). The Wanstead Sports Ground and Blake Hall Sports Ground are almost wholly managed for recreation.

The Partners should continue to manage grassland areas for nature conservation, particularly areas of acid grassland in the Plain and Wanstead Flats. Within the Golf Course, mowing the areas of' rough' between fairways should be relaxed and clippings collected to improve floral diversity and therefore biodiversity; and create more of a parkland character.

At the same time, they should identify and actively manage selected grassland areas within the Park for informal recreation, activities and events, such as the western part of The Plain.

Actions:

* Agree the extent of the area to be managed and used for amenity use. This will require anthill reduction to allow some usable acid grassland for amenity purposes.

* Agree management regime for conservation of and diversification of other areas of grassland to prevent woodland scrub development (eg woodland edge management of Long Walk to diversify flora through varied cutting regime)

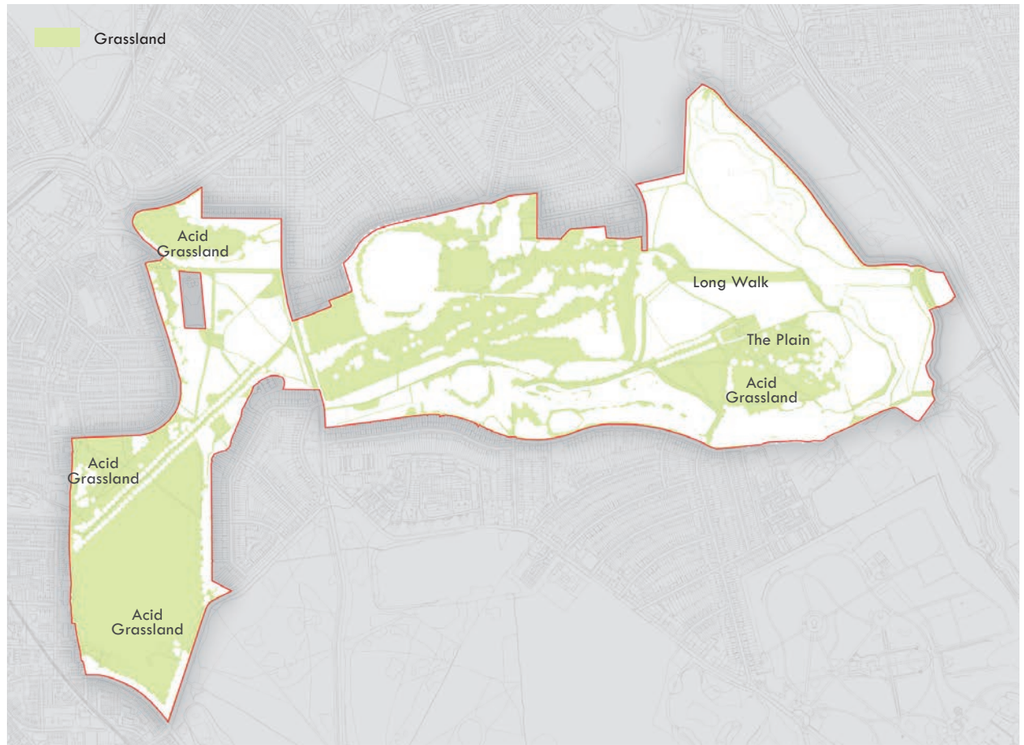


Figure 10 - grassland

Structures and Facilities

Wanstead House was demolished in 1823, but other significant historic structures associated with the Park survive to this day, and could be revealed to better highlight their significance, including:

* St Mary's Church – Grade I
* Gate piers on Overton Drive – Grade II*
* Churchyard railings and gates at St Mary's Church – Grade II
* Memorials in St Mary's churchyard – Grade II
* The Temple – Grade II
* The Boathouse Grotto – Grade II
* Wanstead House stables and coach house – Grade II

The Tea Chalet designed by Alexander McKenzie and erected in the public park at Chalet Woods in 1883, was lost to fire in 1950. The golf course designed by James Braid in 1893 represents the Park's more recent sporting heritage. The public park contains a limited number of facilities for visitors, including a tea hut and picnic tables at the western end of Heronry Pond. The Temple contains public toilets and a small visitor centre with interpretation.

Some of modern structures and infrastructure elements within the public park and sports grounds interrupt designed views and detract from the character and appearance of the Park.

These include: the Tea Hut access ramp and railings; Keeper's Cottages and associated outbuildings; fencing.

The Partners should conserve historic structures, improving their sustained use for park and community activities, and for interpreting the significance of the historic landscape. They should improve the appearance of modern structures, identifying strategies for renovation, relocation or removal to enhance the Park's ornamental and natural aspects.

Actions:

* Develop the brief for better use of the Temple and Boathouse Grotto with Architects to explore their potential.
* Explore potential for further Activities, eg: Boating, fishing, exhibitions, building hire, toilets, cafe.

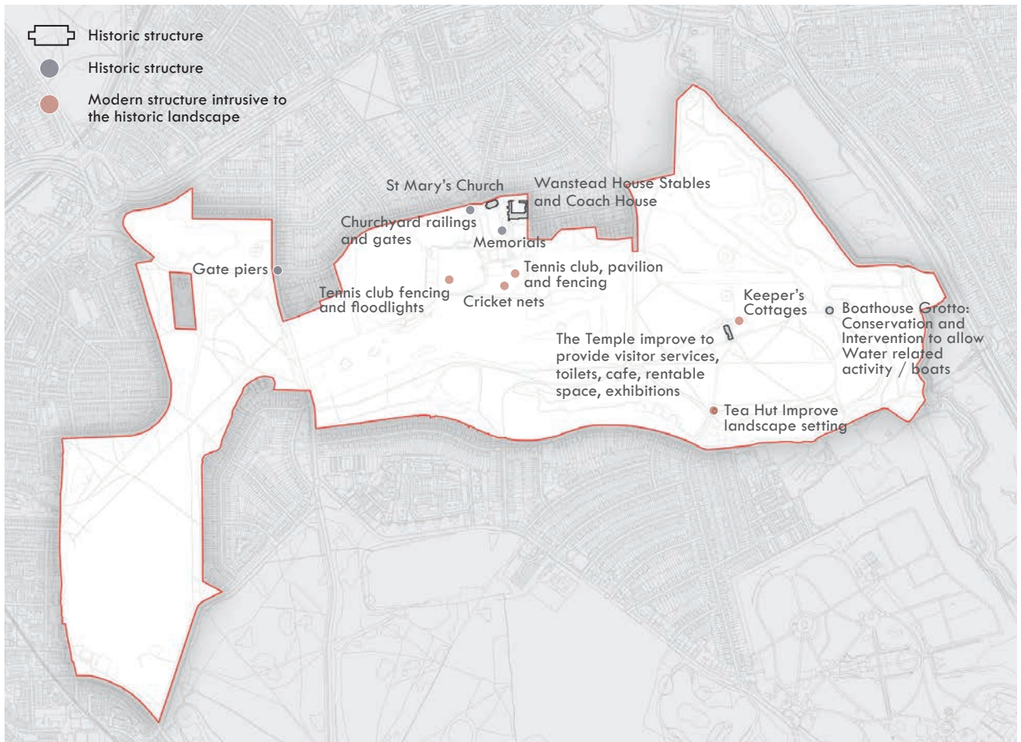


Figure 11 - Structures and visitor services

Access and Movement

Entrances: The wider historic landscape is accessed by most visitors at the public park and Wanstead Flats via a number of low key, poor quality entrances. Parking provision at the Warren Road entrance and on surrounding residential streets is limited with the introduction of a Controlled Parking Zone (CPZ) in 2017. Access to the park is further exacerbated by The River Roding, and Ornamental Water creates a barrier within the Park. The eastern side of Ornamental Water is underused as a result. Historically these were served by a bridge and should be reinstated to improve access.

The public park is crossed by formal paths from the entrances to the Temple and Boathouse Grotto and around The Plain and the various water bodies, as well as a network of informal routes through woodland and across grassland. Sections of these paths are in very poor condition and the resulting deviations result in damage to surrounding grassland and woodland habitat. Bush Wood is more permeable with a number of strategic entrances. Seating within the public park is limited, and there is huge scope for increasing provision to improve accessibility and enjoyment of the park for all.

The Mansion site and core of the historic landscape lie within land owned by Wanstead Sports Ground Ltd, with restricted public access. St Mary's Church sits prominently at the junction of St Mary's Avenue and Overton Drive on the main approach to the public park from Wanstead underground station, but it is surrounded by Wanstead Sports Ground and is isolated within the historic landscape.

The intention is to improve the condition and accessibility of all major entrances and routes into the public park and Wanstead Flats. Consideration of St Marys Church and the Mansion site, which are under separate ownership must be included in interpretation and wayfinding improvements. Improved connections to the Ilford side of the River Roding, include new footbridge connections at the north and south of the public park.

Actions:

* Improve access on existing Bridges across Roding and entrances to the south of the Ornamental Water.
* Discuss with Thames Water the possibility of a Bridge at Pumping Stn, over the Roding
* Agree on aesthetics of bridge across the Ornamental Water through research and determining loading requirements

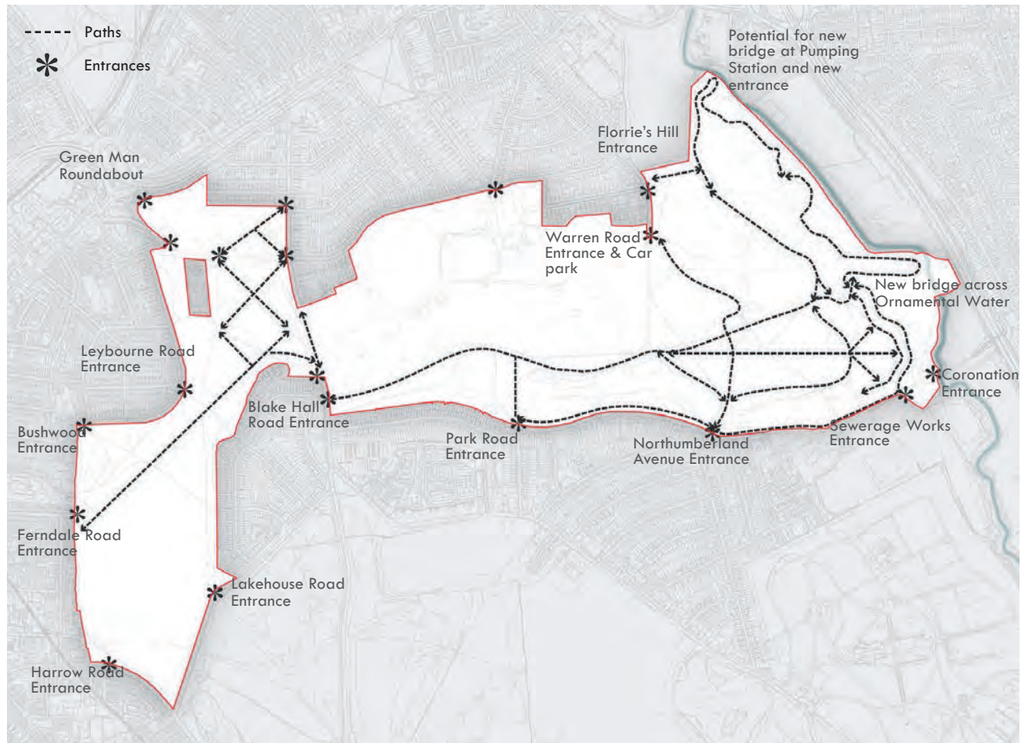


Figure 12 - Access and movement - main routes

Connectivity

The Park is a significant open space and strategic green infrastructure resource within urban east London. It is one of the most accessible areas of Epping Forest and adjoins the Roding Valley, and is identified as a priority for investment within the All London Green Grid. It serves as an important local green space to residents of Wanstead, Aldersbrook, Leytonstone and Ilford, and lies within close proximity to rail, underground, bus and cycle links connecting it to wider communities of Redbridge, Waltham Forest and Newham, as well as to London as a whole.

Despite this connectivity, the Park is not as widely known as other similarly-sized open spaces within Greater London, and has the capacity to absorb larger numbers of visitors without sacrificing either its ornamental character or natural aspect.

Existing wayfinding from strategic transport and green infrastructure is poor. In particular, access from the east is limited, and was made worse by the closure of the Coronation Bridge over the River Roding.
Similarly access from the north should be improved, with new bridge access across the Roding by the Thames Water station.

The Partners could also enhance the Park's position and profile within London, improving signage and wayfinding from strategic transport and green infrastructure, and, in the longer term, explore new links and entrances into the park. This will all help to raise its profile as a significant heritage and natural asset.

This should include: nearby rail and tube stations; bus stops within walking distance of the Park; the Roding Valley Way, Aldgate-Hainault Quietway and Sustrans cycle routes; strategic green infrastructure such as Roding Valley Park, City of London Cemetery and Valentines Park in Ilford.

Actions:

* Improve connectivity and access by new Coronation and Pumping Stn Bridges across Roding to the north and south of Ornamental Water.
* Devise and agree waymarking strategy from all public transport nodes nearby, in conjunction with the local authorities.

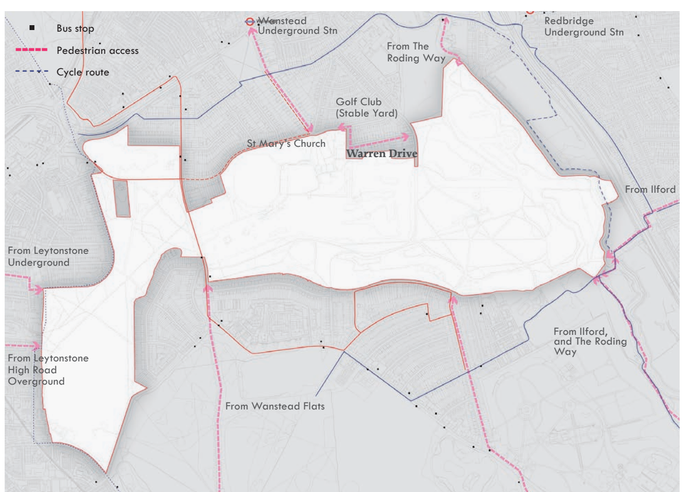


Figure 13 - Connectivity and wayfinding

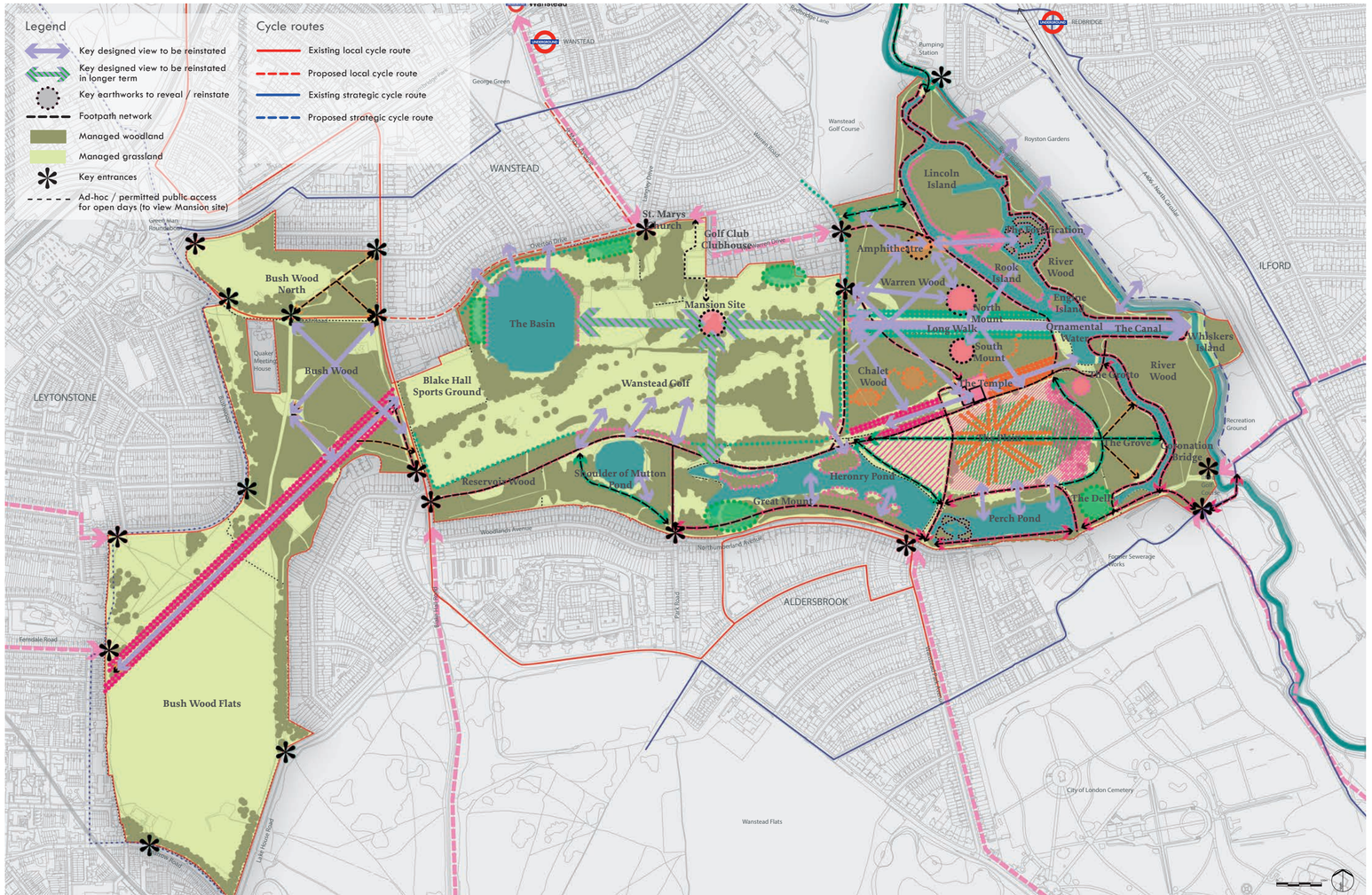


Figure 14 - Diagrammatic Parkland Plan showing key moves and design principles for reinstatement of paths, entrances, views and landforms.
Pink = Phase I priority projects, Green and Orange = later priorities. Also refer to Separate Plans for key to phased works: Figure 15 - Priority Projects and Figure 17 - Longer Term priorities and Aspirations



Figure 15 - Illustrative Parkland Plan showing key historic features to be addressed

5.0 Priority Projects and Themed Work Packages

Introduction

The amount of work necessary to take Wanstead off the Heritage at Risk Register is considerable.

The EA decision that three of the lakes are 'Large Raised Reservoirs' and designated 'High Risk' status confirms that action must be taken by the City, to ensure that public safety is not compromised. The magnitude of these works will mean that as part of them, waterscape restoration and improvement works could happen in conjunction with their reinstatement, if the works are designed with the historic landscape in mind.

Works to the wider access and visitor facilities to make the park more attractive to visitors will fulfil the criteria for a Lottery funding bid very well.

Additionally, decisions must be taken to ensure that ongoing maintenance works and smaller projects undertaken by the City, other landowners or partner organisations are coordinated.

These factors suggest grouping the works into separate, achievable and complimentary work programmes which have particular outcomes in mind – Improving access, heritage, biodiversity and visitor services; targeting investment in the lakes and water systems; and targeting management and maintenance and more urgent, smaller projects.

The Work Packages - Capital Costs

The three main capital work packages are suggested as follows:

1. **Wanstead for All:**
2. **Creating a Sustainable and Resilient Waterscape**
3. **Improving Access, Management and Amenity**

The first **'Wanstead for All'** package focuses on substantial access improvements across the park alongside progressing research on hydrological issues and the Reservoirs, as required by the EA and under the abstraction licence and some vegetation management works on protecting and interpreting heritage earthworks.

It will also include a major investment project providing improvements to the Temple so that it can be better used as a visitor 'hub' with a much improved catering offer. It is hoped this will provide better visitor service and also future income generation benefits. The intention is to considerably improve access and increase visitor numbers, through implementation within 5 years, by 2023.

The second **'Creating a Sustainable and Resilient Waterscape'** is fitting given the EA's decision in respect of the Reservoirs Act, and this work could also form the basis for matched funding for a major funding bid to improve the lakes and associated historic landscape elements.

The Third package, **'Improving Access, Management and Amenity'** will be focussed on the ongoing maintenance and smaller projects so they will be done in a coordinated manner and sensitive to the significance of the historic landscape, and do not compromise any future restorations by the location or design of them. Play is one such example - the location and design of which must be done in accordance with the principles of this plan, and good practice guidance. This package is a mixture of ongoing small capital and maintenance costs.

Outcomes

While no one project or work package will take the park off the Heritage At Risk Register, they can

form the basis of action and investment to start the process of removing it from the HARR.
The packages reflect the Park's multi-functionality, its natural capital and biodiversity assets, as well as its many layers of history.

The plan's intention is to reveal the main aspects of Wanstead Park's unique heritage rather than recreate or restore the heritage in full or to one single point in time. The aesthetic will therefore not be an overly manicured one, but retain the park's wild charm, but where the historic layers, features and layout are more clearly discernible.

Work Package One and Two, together with Three as ongoing works, can also form the basis for an application by the Partners to the Heritage Lottery Fund's Heritage Grant programme (since the demise of the Parks for People grant programme in 2017).

Further refinement of the projects in package One will be done if an initial 'Round 1' application to NLHF is successful and a 'Development Grant' awarded. This will mean further research, investigations and detailed planning of the project, in parallel with site wide water management and lake systems in the context of future City of London works in relation to the Reservoir Act.

The lake and Reservoir Act conversations must be progressed independently with the Environment Agency, in any case and prior to any grant application.

Work Package One: Wanstead for All - Improving Access, Visitor Services and Tackling Heritage at Risk

The main goal will be to considerably improve access, put Wanstead on the map as the main Southern Gateway to Epping, and vastly improve the visitor offer.

This work package focuses on the investment required to encourage a larger number of visitors from a local catchment, as well as a more diverse range of audiences from a wider catchment to visit and benefit from the park.

It includes investment required to start the process of taking the park off the Heritage At Risk Register (HARR). While it will not in itself complete this goal, (because works to the waterbodies need much greater clarity from EA and that total work package is unaffordable as part of a lottery funded bid) it will start the process and aim to take the Grotto off the HAR Register at least.

The major investment project would look at improvements to the Temple so that it could be better used as a visitor 'hub' with a much improved catering offer which it is hoped will bring future activity and income generation benefits. We have used the likelihood of realistic matched funding of £1.5m to a Heritage Lottery Fund bid of circa £4.5m as the base line for this package.

Work Package Two: Creating a Sustainable and Resilient Waterscape

This work package includes all the items that focus on creating a sustainable future for the Waterscape at Wanstead Park, adding to and complimenting the needs of the Large Raised Reservoirs and demands of the Reservoir Act. It will fully compliment the Wanstead for All work, and as a separate package, will not duplicate or undo any of the work that has been done under that programme.

The Waterscape work package cannot be fully known at this time, until the extent of the Large raised Reservoirs works are known. It will, however, include substantial works to Ornamental, Perch and Heronry, and is likely to include:

- work to the dams to ensure they will not fail;
- works to spillways between the lakes in the chain
- leak management and sustainable water supply
- improving biodiversity
- improving aeration

Work Package Three: Maintaining our Asset - Improving Access, Management and Amenity

This work package focuses on the day to day work programme required for the City of London (and Partners) to maintain and deliver improvements to access, heritage and nature conservation and improved management and maintenance. It will be carried out regardless of external funding.

Works will include path maintenance, vegetation clearance to restore and maintain views, works to improve biodiversity to lakes and management of the various grassland types and notable veteran trees.
It will also continue and consolidate working with volunteer groups which already make a valuable contribution to the park , heritage and biodiversity.

	Grouping the Priority Projects as 3 Separate Themed Work Packages. See Appendix 1 for detailed costs.		
Individual Priority Projects (also contained in the cost plan)	**1. Wanstead for all**	**2. Creating a Sustainable and Resilient Waterscape**	**3. Improve management and maintenance**
	Cost per item	Cost per item	Cost per item
1a. Create a Unified Plan for Wanstead Park to RIBA Stage 2, inc buildings.	£50,000	£100,000	
1b. Water Catchment Management & surveys	£240,000	£240,000	
1c. Restore Heronry Pond, and LRR works	£100,000	£10 million.	
1d. Create a visitor hub at the Temple, and new visitor facility at Keepers Cottage	£1.54million		
1e. Conserve the Grotto	£500,000	-	
1f. Reveal Vista along long walk	£30,000		£25,000
1g. Open up other views between the Park and Golf Course	-	-	£15,000
1h. Reveal Mansion Site through interpretation	£30,000	-	
1i. Reveal North and South Mounts (Warren & Chalet Woods)	£40,000	-	£5,000
1j. Reveal The Fortification, clear and re-edge to reveal profile	£80,000	-	£5,000
1k. Improve Paths and Access throughout park - see plans	£616,440	-	-
1l. Improve Entrances to the Park	£256,000	-	-
1m. Reveal 'Great Amphitheatre'	£25,000	-	£5,000
1o. Improve wayfinding and interpretation at St. Marys Church	£10,000	-	-
1p. Improve access and way finding from surrounding areas with partner organisations, (Sustrans, LAs, TfL etc)	£45,000	-	-
1q. Improve the views & use of the historic water bodies	£10,000	-	£10,000
1r. Reveal islands in Perch Pond	-	£46,000	-
1s. Management of the Plain	£5,000	-	£10,000
1t. Conserve Veteran Trees	-	-	£10,000
1u. Improve links with river Roding & bridge at Pumping Stn (TW land)	£90,000	£10,000	-
1v. Introduce appropriate children's play	£400,000	-	-
1w. Strategic Bridges: Bridge across Ornamental Water.	£150,000	-	-

Total capital costs for each work package (excl. overheads)	**£4,172,940.00**	**£10,350,000.00**	**£80,000.00**

‘Wanstead for All’ Priority Projects: Capital Works

1A. Update the Parkland Plan for Wanstead:
Continue the dialogue for management and conservation/restoration of Wanstead Park with the Environment Agency (E.A.) and the four landowners.

1B. Water catchment management & Surveys
Carry out specialist investigations recommended in Haycock & JBA Reports to improve sustainable drainage to all lakes to reduce abstraction pressure on aquifer abstraction from the Groundwater Protection Zone that includes the Park; Introduce winter pumping from the River Roding

1C. Heronry Pond:
After EA LRR works, do silt dredging and relocation to reform banks to create reedbeds extensions to the islands, introduce new wetland and marginal habitats along the banks. Open views to lake from& along paths

1D. Create a visitor hub at The Temple:
Refine brief for building(s) as a visitor facility, with café and community uses; restore former pond and create garden, possibly on themed on former Menagerie. Play incorporated to the east. (1V)

1E. Conserve The Grotto:
Consolidate remains and make accessible as a ruin. Identify use of, and introduce new planting to improve the setting. Refer to ABA 2018 CMP report.

1F. Reveal vista along Long Walk:
Restore view between Golf Club (ideally Mansion site) and The Canal; clear vegetation along park/golf course boundary and introduce mesh ‘see-through’ fencing at strategic view to allow inter-visibility.

1G. Open up other views between Park and Golf Course:
Selectively clear vegetation along sections of the Park and Golf Course boundary and introduce new ‘see-through’ mesh sports fencing to allow inter-visibility.

1H. Create interpretation of the Mansion site:
Introduce interpretation; selectively clear vegetation to open up views. Discuss limited access to the Mansion site on special event days (eg Open Gardens Squares W/E) and virtual reality to recreate lost items

1I. Reveal North Mount and South Mount:
Selectively clear vegetation to reveal form and shape of designed earthworks in Chalet Wood and Warren Wood; carry out archaeological investigation, restore profile (as necessary) and improve accessibility.

1J. Reveal The Fortification:
Selectively clear 2-3m vegetation from the edges of the islands to reveal shape of designed islands within Ornamental Water; carry out archaeological investigation and restore profile (as necessary); ensure work maintains & improves habitat value.

1K. Improve paths, access and parking:
Improve main routes as shown; improve setting around Tea Hut (1.1k) to enable removal of ramp; improve routes around Ornamental Water, Heronry & Perch (push back woodland edge to establish 2-3m grass both sides of path and resurface in bound gravel) Seating throughout to be installed.

1Ka. Consider carpaking near Warren Rd entrance. Numbers and exact location to be determined by brief for Hub (1D).

1L. Improve all main entrances to the Park:
Design welcoming entrances. Clear vegetation to open up views; introduce new and improved signage and interpretation; improve path surfaces, seating.

1N. Reveal the Great Amphitheatre:
Selectively clear vegetation and lift tree canopies to reveal the form and extent of the earthwork in Warren Wood; manage as an open glade within the woodland.

1O. Improve wayfinding / interpretation at St Mary’s church
Improve churchyard entrance on Overton Drive to improve wayfinding to the park, and interpretation of the historic landscape.

1P. Improve access and wayfinding from surroundings, in conjunction with partners, (Sustrans, LAs:

- From Wanstead Golf Club to Warren Road entrance
- To/from Wanstead Underground station
- To/from Leytonstone Underground & Leytonstone High Road Overground station
- To/from Wanstead Park Overground station
- To/from Manor Park station
- To/from Ilford and areas west of the River Roding
- Investigate potential connections to Roding Valley Way cycle route
- Investigate connections with Redbridge Underground via Eastern Avenue Pumping Station, with new bridge over River Roding (1U) and potential parking.

1Q. Improve the views & use of the historic water bodies:
Selectively clear vegetation to open up views and access to water; Trial boating as part of the project.

1R. Reveal islands in Perch Pond:
Selectively clear vegetation and dredge and clear channels to reveal shape of designed islands; carry out archaeological investigation and restore profile to improve habitat value.

1S. Management of The Plain:
Manage central, western area for recreation, and eastern area for nature conservation, including selective removal of encroaching trees and scrub to enhance the acid grassland habitat.

1T. Conserve veteran trees and historic avenues:
Carry out management & maintenance in accordance with Lear report (reduce competition of vet trees) Manage scrub regeneration.

1U. Improve Links with, & Bridge over the Roding:
Selectively clear vegetation to open up views and access to the river, and investigate bridge over at Pumping Stn (dialogue with Thames Water)

1V. Introduce Children’s Play:
East of the Temple, appropriate to the historic landscape, (Menagerie themed?) and in conjunction with a cafe offer at the Temple.

1W. Restore/ Install Strategic Bridges:
Install new historically sympathetic 25m span, timber footbridge across Ornamental Water.
Restore the Coronation Bridge.

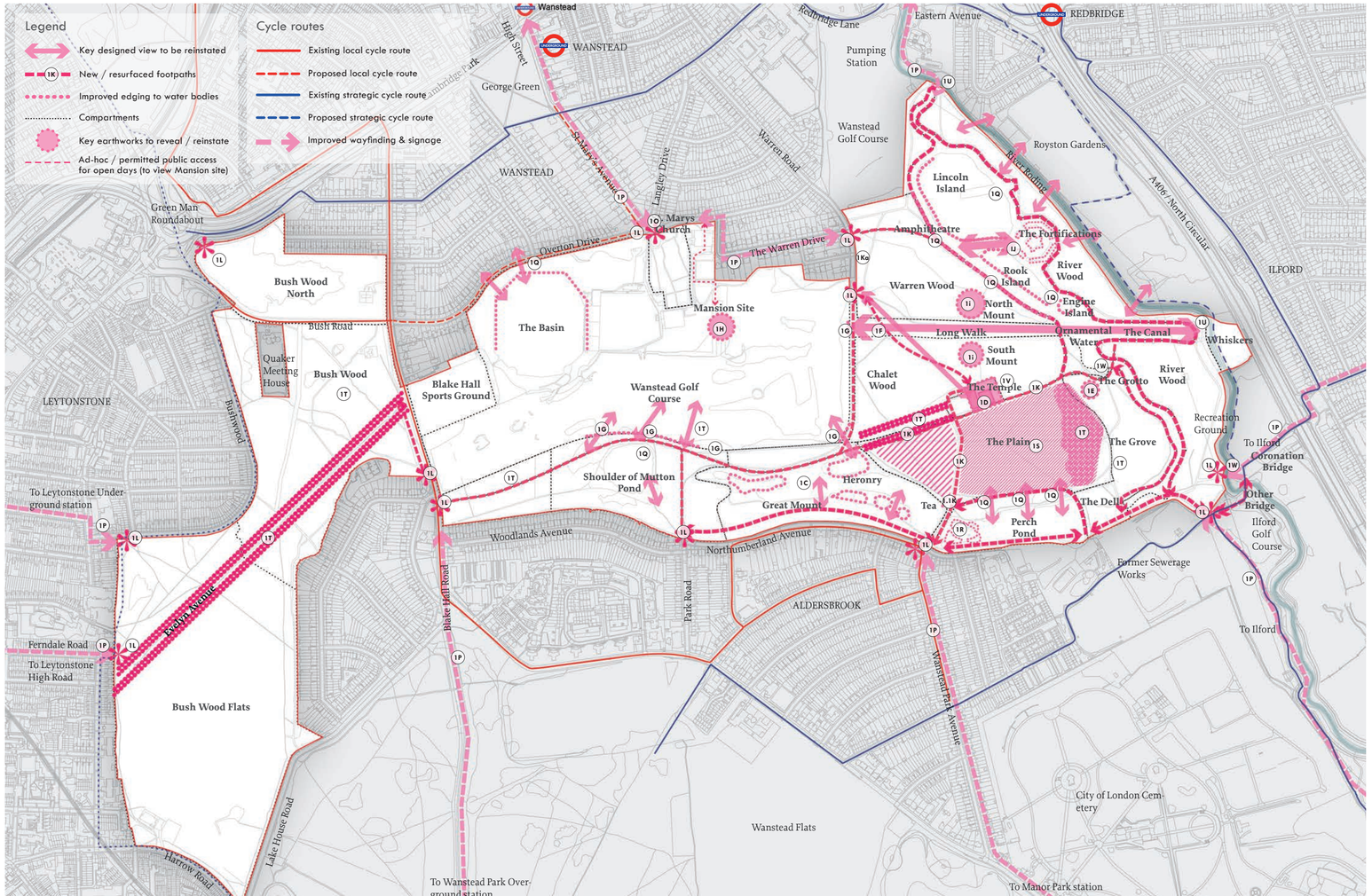


Figure 16 - Priority Projects

Priority Projects: Capital Costs & Revenue Expenditure

Summary costs are set out as follows:

Capital Costs*:	**£4,172,940.00**
(incl. CoL direct costs*)	
Contingency @10%:	**£417,294.00**
Professional fees &	
surveys @ 18%	**£826,242.00**
Inflation at 3% for 2 yrs	**£355,034.00**
Total Capital Costs for	
Priority Projects =	**£6,272,262.00**

These costs are taken from the cost plan prepared by Huntley Cartwright (Quantity Surveyors) in 2015, and also from costs provided from City of London based on current prices. The full cost plan and breakdown of each element can be referred in full, within Appendix 1 at the end of this document.

These costs are based on the projects agreed by the project partners during three workshops, a public consultation and follow up prioritisation exercises. If further reduction in budget is required, some items can be revisited in terms of cost and quantity. For example, item '1k - Improve Paths and Access' could be reduced at this stage if the extent of paths identified is reduced further. This will require a further prioritisation exercise to agree the scope.

Furthermore it is possible for the City of London's existing team to undertake tree and clearance works in-house, which will reduce costs down from the market rates which are shown in the Cost Plan.

Capital Costs & Possible Funding

Section 6.0 Item 5 looks at the potential for National Lottery Heritage Funding, on the following basis, matched with EA and City of London funding for the Large Raised Reservoir works:

£5m NLHF
£10m City of London Large Raised Reservoir complimentary works
£250k volunteer time

Maintenance Costs: Existing and Proposed

Any changes to the existing vegetation and facilities at Wanstead will result in increased management and maintenance costs. Only when the Capital works have been agreed, can the future maintenance requirements be calculated.

This may lead to the adjustment in capital works to ensure that what is carried out under any capital programme is maintainable in the future.

Existing and Future Maintenance Costs	
Existing annual maintenance for this site is approximately	£190,000.00
Future maintenance costs to keep the encroaching vegetation clear, maintain veteran trees, watercourses and retain the re-opened views, maintain paths is likely to be in the order of:	£225,000.00

Increased role for Volunteers:

Alongside the Capital Projects, the profile of volunteering is vital to revealing Wanstead's significance and therefore its sustainable future making it a destination as well as a well frequented, local park. Support for volunteering should be strengthened to increase both activities and management and maintenance across the park.

The scope for volunteer involvement could include:

* Involvement with park management decisions
* Historic research and documentation
* Staffing the Visitor Centre
* Running or assisting with events
* Vegetation management
* Ecological recording and habitat creation
* Gardening in conjunction with a new garden at the Temple Garden
* Health and wellbeing initiatives
* Removing, erecting, mending fencing
* General estate work, such as paths, notices, and wetland work
* Talks and site walks and tours
* Park ranger and litter management

Potential Revenue Streams

In order to cover the additional costs of running the park, various other options could be explored to raise the necessary revenues to reinvest into maintenance.

A range of possible options are set out below, with the lead for taking these forward shown. (City to confirm). It is likely that all these will need to be explored in common with all public open space providers, as maintenance budget continue to come under pressure with national reductions in green space revenue funding across all sectors.

Benchmarking

For a full identification of potential income streams it would be beneficial to undertake a benchmarking exercise for sites outside the City management, to ascertain realistic costs. The following limited information has been gathered from publicly available figures or from recent park projects undertaken by the project team.

Potential Sources/Considerations for future Revenue Funding

Potential Sources of Income considered	Considerations	Potential Income range, per annum	Who will lead (tbc by The City)
Outdoor Events Ticketed events could be held on the Plain, as happens at English Heritage managed Kenwood House site, Clissold Park, Victoria Park or Hyde Park.	Concern over disturbance of neighbours, but all sites mentioned (and many others within densely populated areas of London) do put on events to supplement their budgets, and do not have on site parking or nearby tube stations. These range from outdoor cinema to music concerts to funfairs.	£0-£300k (multiple large concerts)	Visitor Services
Weddings and Corporate Hire of facilities	Limited facilities at present. Could be possible if: a). A limited landscape scheme is carried out at the Temple and Marquees can be made use of, or b) a full Visitor Hub new build and Grotto Restoration carried out, and if a separate Heritage Grant application is made for the full Grotto scheme.	The City to provide figures from other sites.	

Potential Sources of Income considered	Considerations	Potential Income range, per annum	Who will lead (tbc by The City)
Cafes and restaurants,	A limited sandwiches, soup, tea and cakes offer could be made relatively simply using the existing ground floor space in the Temple. This would not need the full fit out or internal alterations as shown in the cost plan. Until the initial Priority Projects start to make Wanstead a destination park, and visitor numbers increase substantially, this is not likely to bring in a substantial income for the time being. It will however provide supervised toilets and improved visitor services, which will be open at no cost to the City. Comparison with other similar sized park should be undertaken. but as a guide, large park cafes make in excess of £100-150k gross, and the income to the parks from these concessions is in the region of 10-20% of any turnover.	£5k: based on existing visitor numbers, for a limited offer. Up to £20 - 30k if an extensive offer and when visitor numbers dramatically increase, and how the concession is managed and let.	Investigations or input as to the existing kiosk concession to be carried out. Business Plan to determine the scale of a catering offer to be commissioned and agreed by the City
Additional Volunteers including Corporate Volunteers for one off, annual, or twice yearly maintenance and conservation tasks. Different volunteers for the Visitor centre (Additional to the existing archaeological, historic research and conservation tasks carried out by the Friends, WREN Group and Golf Course Volunteers.	Potential to get City firms to sign up groups of people as corporate volunteers for large scale routine / yearly scrub clearance. Many parks do this, and report that it is a beneficial exercise, in addition to the individual park Friends Groups.	Say 100 days of scrub clearance in groups of 10-15.Plus Visitor Centre volunteers to free up existing Visitor Services staff for other activities(?)	An NLHF paid Project Management post can develop this as part of their brief to develop activities, volunteers & and training, (a requirement of NLHF bid/grant). Visitor Services/ Operations Management?

Potential Sources of Income considered	Considerations	Potential Income range, per annum	Who will lead (tbc by The City)
Filming and Photography	Figures based on a 28Ha historic site in London	£150 - £3,000 CoL to provide figures from other sites.	Visitor Services
Memorial Benches Say 40 benches total over 10 years, at say, £2-2,500- per bench, (cost approx. £1,000) installed.	Allow donations for the installation of benches to an HE/ The City agreed standard, sympathetic design, and in locations to be specified on and agreed bench layout plan, created as part of the detailed Parkland Plan Masterplan	Say 4 per year? At £1,000 income per bench = £4,000 per annum	Visitor Services/ Operations Management
Sponsored Woodland	To cover management and maintenance for specific areas of the woodlands, with benefactors receiving tours, information etc.		Visitor Services/ Operations Management
Enabling Development	Redbridge owned land/site could be investigated for this purpose. This would give a meaningful income if the capital raised through development could be invested into a 'Wanstead Park Trust Fund' with the interest used for maintenance revenue.	tba	The City
Include small workshop units within any new build Visitor Hub, for craft or sympathetic small businesses.	Should be tested during NLHF Development Phase Business planning	Say 4 x £8,000pa rent = £32k	
Investigate Ecosystem Services payments from Utility Companies such as Thames Water or Environment Agency, for integrating water retention schemes within the parks, for example.	Potential income sources being piloted within other sites such as the Mersey Forest, and Red Rose Forest.	tbc.	tbc.



The Basin, 2015



Photo of the ruined boathouse grotto, 2015



Postcard showing the ruined boathouse grotto, c. 1910-1935. Courtesy FoWP

6.0 Taking the Plan Forward

Unified Plan – Next Steps

1. Benchmarking
In order to achieve realistic income projections it would be useful to carry out a benchmarking exercise, to compare with other similar parks or sites and agree the level of income, including volunteer input and therefore level of maintenance that can be realistically achieved at Wanstead, as well as cafes and restaurant precedents and parking demands for non central London heritage landscapes.

2. Phasing of potential capital works
Plans and priorities for phasing, including those that can be covered by existing staff/budgets will first need to be approved by the Steering Group. This will enable both capital and corresponding revenue costs to be broadly agreed. Prior to submission of a bid to the Heritage Fund, the capital works and design fees will need re-costing.

3. Agreement and adoption
The Plan will need to be endorsed by the Steering Group and then formally adopted by the Wanstead Park landowners.

4. Consideration of grant funding
Current potential funders include:

* National Lottery Heritage Fund (NLHF) – 2019-24 National Lottery Grants for Heritage up to £5m
* Historic England can offer development and repair grants for assets on the Heritage at Risk register,
* Thames Water
* Marathon Fund funds capital projects which encourage play, sport and outdoor recreation by all ages.
* Funding relating to new development (S106 and Community structure Levy

5. Key Considerations for an application to National Lottery Heritage Fund grant programme.

* NLHF have a new strategic funding to support all kinds of heritage. They expect these initiatives to include a strong focus on nature, landscapes and health and well-being, with new funding rounds in 2019.
* Maximum grant from NLHF Heritage Grants = £5m. To be competitive, the applicant must provides minimum 10% cash and commonly least 20-30% of the total project cost to be competitive. In kind contributions can top up the min 10% applicant's contribution
* The City needs to confirm its contribution to determine the capital works budget for the bid.
* Business planning for cafe / wedding offers / or other use of the Temple should continue in advance of the bid to increase its viability.
* Initial architectural plans should be done to scope out the potential (the brief) for the Temple and enable realistic costs to be determined at application of the NLHF bid.
* The conversations and decisions with the EA should continue alongside any NLHF application to reach agreement on the content of required works.
* Refining the projects to form a viable bid including the complimentary LRR works.

* Increasing Inclusive Heritage. Approx 30% of any NLHF project cost will be necessary to cover Activities, such as training, learning, volunteer support. This can include new staff posts to support volunteer outreach, support and training, and this must be proven as part of a successful bid.

* Detailed briefs will need to be worked up by and for relevant professionals (e.g. hydrologist/engineer, landscape architect and architect – all in conjunction with the City during Development Phase.

6. Outline Programme

For the NLHF there is a 2 stage application process, 2 application deadlines a year, Nov and May, 4 month decision time.

Dec 2019: Submit Expression of interest.
May 2020: Apply 1st round
Sept 2020: Notification of pass or fail from NLHF
2020-2023: Development Stage - (2years), inc statutory approvals, EA and planning.
2024: Resubmit back to NLHF.
2024: Approval from NLHF, start detailed design & construction packages:
2025: Tender
2025: Start on site

2019-2024 National Lottery Heritage Fund Outcomes, as taken from their guidance: All must be proved in the application process.	
NLHF Outcome	**What City will need to consider that it may mean at Wanstead Park**
A wider range of people will be involved in heritage	**Inclusive Heritage:** Reaching under-representative groups must be proved, with more people from a wider diversity of currently under representative audiences engaged, **with baseline assessed, targets set and outcomes proved.** Outreach work will be necessary during development stage and a dedicated staff posts and new training opportunities should be included in the bid. Increasing visitor numbers and diversity must be a key priority. Baseline data will be needed prior to the submission of Round 1 application, with wider involvement of different groups to be proved. Could the FoWP help with Visitor profiling? Provision of play opportunities, better seating and access/wayfinding to improve offer and facilities for families, the elderly and disabled people. Low existing visitor numbers to be verified by gate counts and visitor surveys to establish baseline data.
Heritage will be in better condition	The City are likely/ need to demonstrate change to the existing Wanstead Park management, to create a clear overall single and dedicated post or management team, to prove the parks various assets and activities are managed as a single, unified entity; albeit acknowledging it is a part of the wider Epping Forest management structure.
	Management and maintenance will need to be increased as part of the application to prove maintenance of the capital works is achievable.
	Volunteers and their training will need to be included in management (and maintenance) activities
	Current cost of all management & maintenance, i.e. all staff and maintenance costs before the project (now) and increased costs during and after it will need to be clearly set out, so the increase can be demonstrated.
	Cost and management of infrastructure should also be identified as well as vegetation management.
	Partnership working with the following will be an important factor: Wanstead Sports Ground Ltd.; London Boroughs of Redbridge, Newham and Waltham Forest; All London Green Grid - Epping Forest and River Roding Area Framework 2.
	Consider the long term strategy for the keepers cottages for the long term presentation for the Park and Temple / Visitor Hub

People will have learnt about heritage, leading to change in ideas and actions	Must involve Friends of Wanstead Parklands as well as Wanstead Parish, Wanstead Sports Ground Limited and local boroughs in the bid and outcomes of the project. Start to develop corporate volunteering alongside management and maintenance planning. Start to monitor volunteer hours now to assist with benchmarking the application
People will have greater wellbeing	Work with the local PC Trust and other groups to increase links with them, promote local well-being initiatives and volunteer initiatives with healthcare professionals and groups/ carers/individuals/residents, to encourage participation by them with the Wanstead for All project.
People will have developed skills	Identify current training budgets and future training needs. Show an increase for any dedicated staff.
	Identify specific heritage and landscape training needs (e.g. use of branch cutters / machinery/heritage) for volunteers
	Consider social enterprise organisation for running any concessions, catering / events
	Referencing and building upon recent / existing Citizen Science projects in partnership with Thames Water to further research between local people and technicians / experts in the Park's water resource challenges.
	Consider a Horticultural/Landscape Management trainee placement for assisting with development of the Management and Maintenance Plans, Conservation Plan, Project Mgt.
Heritage will be identified and better explained	Links with Schools/ development of key stage learning packs/colleges etc
	Develop and share information and activities with partner parks and heritage organisations
	Develop the existing City Events Programme around the Wanstead (NLHF) Project during the Development Phase
	Start to monitor volunteer hours now to assist with benchmarking the application
The local area will be a better place to live, work or visit	City will need to consider the extent of the NLHF investment in the creation of the visitor hub to provide a focus for the park , interpret heritage and create employment.
	The brief for the Temple Hub works to include and develop activities to improve well-being and inclusivity for under represented groups.
	If The City sees a larger new build to be beneficial as part of an NLHF bid, consider small start-up craft workshops in the architectural brief for the visitor hub.
	Consider a business planning consultant and Landscape Architect to work alongside an Architect to develop a robust brief with the City. This is necessary to define what the building (existing or new) will be used for, and necessary to firm up realistic costs for the NLHF Expression of Interest and subsequent application.
	Improving physical connections and routes through the park will enable increased access and permeability to both Church and Park and help raise the profile of all, for benefit of the local area and the park.
The funded organisation will be more resilient	The water conservation, buildings, public transport links, all the park wide conservation initiatives will improve the local area, biodiversity, and alleviate flood risk.
The local economy will be boosted	With greater audiences using the park and visiting facilities the whole site will be more sustainable and the Parks and Open spaces better placed to manage and maintain their heritage and greenspace assets.
	The site will be closer to being taken off the Heritage at Risk Register.
	Inward investment into the site and its subsequent management should be improved, which in turn may have spin off in terms of the local economy and small businesses.
	Flood alleviation works with spin off heritage and biodiversity benefits will mean flood risk in the wider area will be negligible, meaning land values will rise in surrounding areas, including less affluent neighbouring boroughs.

Potential Activities to raise Wanstead Park's profile as a 'southern gateway' to the wider Epping Forest

Improving the community offer

While access improvements and increased visitor services are vital to encourage more people into Wanstead, an improved range of activities will also help to raise its profile, enjoyment and encourage more people to visit and enjoy Wanstead Park.

The following list provides are some initial ideas, building on the programme already developed by the Partners:

* Self-guided walks using information uploaded onto smart phones from Quick Response (QR) codes or Augmented Reality applications;
* Animated trails and community events for people of all ages and backgrounds, involving experts and artists, to bring the park's amazing history to life;
* Open air cinema and small concerts at The Temple and other managed activity spaces;
* 'Pop up' cafes and catering beside the lakes and limited catering offer at Temple Hub;
* Improving and promoting opportunities for private functions, such as weddings and parties to help bring in revenue to fund the park;
* Reintroduce boating to the Park, e.g. on the Heronry Pond, (probably only financially viable if linked to kiosk concession)
* Expanding the successful 'Park Run' on Wanstead Flats to include Wanstead Park;
* Establish a Wanstead Park Festival as the highlight of the park's events calendar, building on the success of Music in the Park;
* Undertaking outreach and promotional activities in the culturally diverse communities beyond the park, such as Ilford, Leytonstone and Forest Gate, to attract a wider audience to the park;
* Providing occasional access to the site of the former Wanstead House (within the golf course) so that the general public can find out more about the mansion and also use the club's social facilities;
* Encouraging more visitors to enjoy the Grade 1 listed St Mary's Church by expanding events and guided activities in the park that link with the church.



Wanstead Festival

7.0 Longer Term Priorities and Investment

Following on from the Priority,'Wanstead for All' Projects set out in Sections 5.0 and 6.0, there are a number of other aspirations which form a long-term vision for future phases of investment, as follows:

* **Longer Term Priorities:** where resource and planning needs or the project precedence require a longer time frame of 7 to 15 years
* **Possible Future Aspirations:** desirable as future aspirations of 16+ years.

These Longer Term Priorities and Possible Aspirations are set out on a park-wide basis in the following pages, with further detail on the constituent elements described in Section 8.0.

All future works will require consents from the Partners, and consent is not assumed at the point of the plan being adopted.

Longer term priorities (shown green)

2A. Improve vista along Long Walk:
Undertake vegetation clearance to reveal mature trees along edges of Long Walk within park and introduce new understorey planting to create formal edge to woodland; introduce feature as eye-catcher.

2B. Reveal Great Mount:
Selectively clear vegetation to reveal form and shape of designed earthworks of the Great Mount on south side of Heronry Pond; carry out archaeological investigation, restore profile (as necessary) and improve accessibility.

2C. Restore views:
Clear vegetation in Chalet Wood and Warren Wood to open up lost historic views between key features.

2D. Maintain/Re-instate remaining paths and access within the Park:
Improve paths and remove adjacent scrub sufficient to enable views to features, not done in earlier work packages, (resurface in gravel) and maintain others.

2E. Improve all remaining entrances to the Park:
Clear vegetation to open up views; introduce new and improved signage and interpretation; improve path surfaces.

2F. Interpret the American Garden:
Use ornamental planting to reflect the former American Garden, (while improving Golf Course landscape).

2G. Improve access and wayfinding from surrounding areas:
Introduce connections to Roding Valley Way and Quietway cycle routes
Introduce links via Eastern Avenue Pumping Station (if not done under Wanstead for All).

2H. Improvements to boundaries:
Remove or replace boundary fencing and railings as they come to the end of their design life using oak timber pales appropriate for the character and appearance of the landscape.

2I. Restore views towards The Basin:
Increase views within Golf Club, towards the basin from Wanstead Park. (if not done under Wanstead for All), by removing perimeter scrub)

2J. Improving internal views:
Remove duplicate, redundant fencing; thin and managing vegetation along boundaries.

2K. Management of The Dell:
Develop management proposals to create wet woodland habitat, and enable informal access / stepping stones, along stream edge.

2L. Management of The Plain:
Introduce grazing to enhance the acid grassland habitat.

2M. Management of Bush Wood:
Manage vegetation along rides in Bush Wood to open up views along former quincunx avenues – a five pointed geometric pattern of tree planting.

Other items may form part of the longer term priorities and may be progressed through future, and volunteer projects, to include:

Future aspirations (shown orange)

3B. Restore avenues:
Clear corridor through Chalet Wood to restore view and axis between The Temple area and Ornamental Water; reinstate avenue planting near Shoulder of Mutton Pond.

3C. Reveal historic features:
Potential selective thinning of vegetation to create focal points on bluebell walk to interpret former clearings and features, e.g. Using site-won timber from tree clearance to create a labyrinth on the site of the former maze.

3D. Restore views:
Restore paths and views through The Grove to the Ornamental Water along lines of former patte d'oie avenues – radiating paths in the shape of a goose's foot.

3E. Improve paths and access within Park:
Paths within Bush Woods; & re-align path way so direct axis / route from Warren Road to Temple.

3F. Interpret Repton Parterre:
Use formal planting in this part of the Golf Course to reflect the former early 19th Century parterre garden by Humphry Repton.

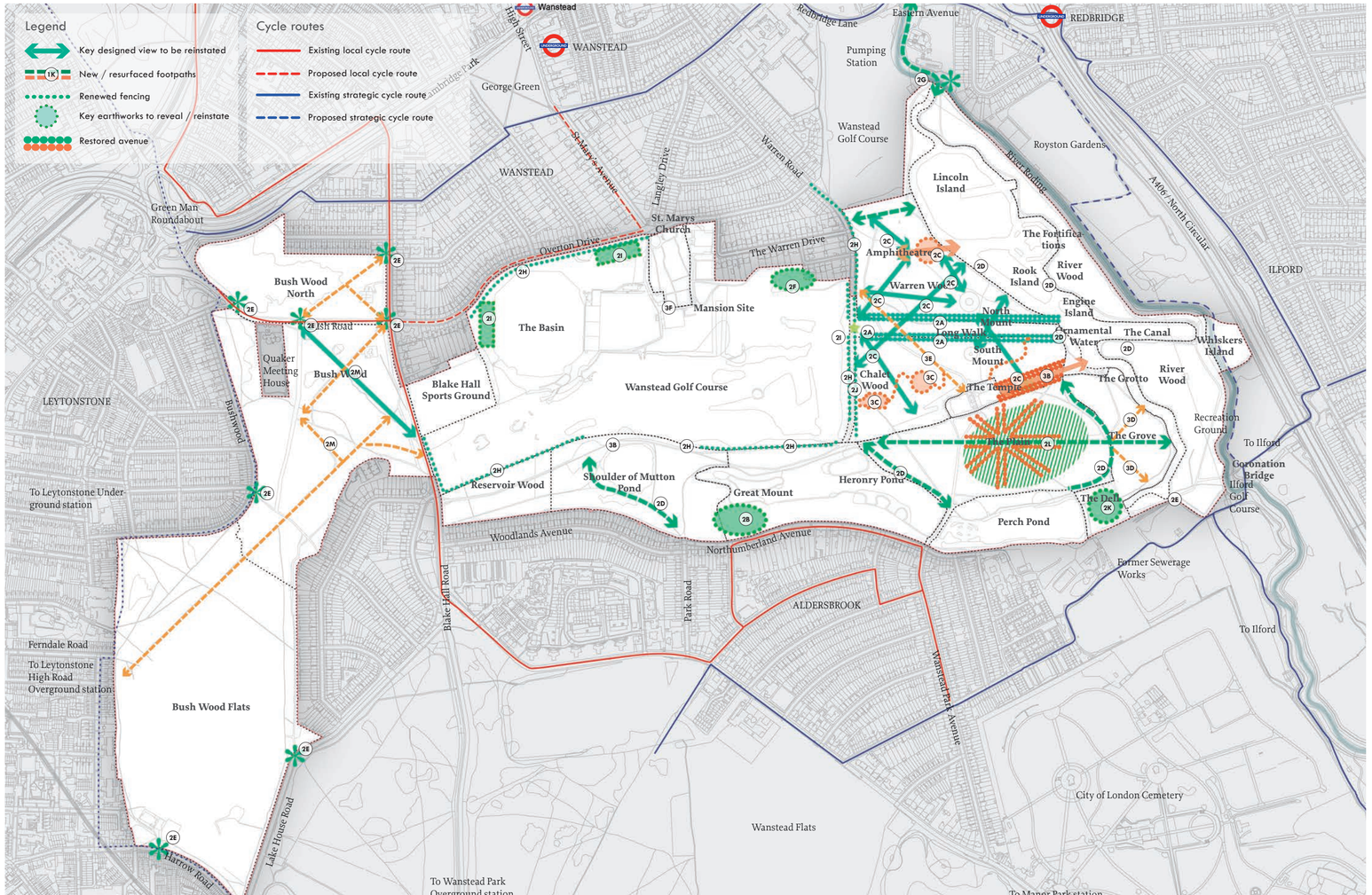


Figure 17 - Longer Term priorities and Aspirations

8.0 Compartment Descriptions & Objectives

Distribution

Works within 20 compartments defined by character, location, ownership and management objectives, are set out as follows, and in the following descriptions. Much of this will be undertaken by CoL as part of its maintenance:

1. Reservoir Wood
2. Shoulder of Mutton Pond
3. Heronry Pond
4. The Plain
5. Perch Pond
6. Chalet Wood
7. The Temple
8. The Grove and the Dell
9. The Grotto
10. The Long Walk & Warren Road
11. Warren Wood
12. Ornamental Water and Islands
13. River Wood
14. Whiskers Island
15. Wanstead Sports Ground
16. Blake Hall Sports Ground
17. St Mary's Church
18. Bush Wood
19. Bush Wood Flats
20. Bush Wood North

Park wide diagrams to show:
- Boundaries and water edging
- Paths, Surfacing and Seating
- Entrances
- Connectivity

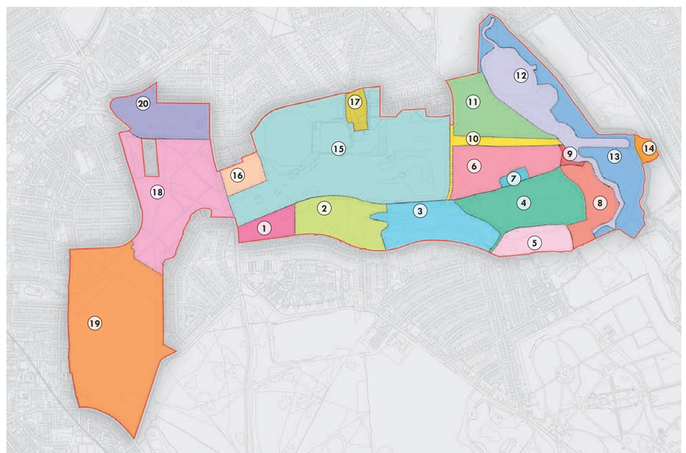


Figure 19 - Compartments plan



Figure 20 - Parkland plan: Reservoir Wood



Poor link with bush wood, via crossing located some way away from the park entrances



Boundary with the golf course, limited inter-visbility.



The 'bundle oak' a rare example of this historic arboricultural practice

1. 0 Reservoir Wood

Issues

The park entrances on Blake Hall Road are understated for such a busy and visible thoroughfare. The crossing does not connect directly with the park entrances either side of the road.

The area of the main path near the entrance is subject to waterlogging and becomes muddy and rutted for much of the year, resulting in informal paths worn through woodland understorey either side of the path.

Significant veteran trees, including a substantial bundled oak, have been subsumed within the woodland and are being crowded by other trees and understory vegetation.

Solutions

The Blake Hall Road entrance should be improved with new signage and boundary fencing or railings to raise it's profile from the street.

The main east-west route from the Blake Hall Road entrance should be re-graded and improved to address drainage issues and a new path surfaced in self-binding gravel introduced to permit all-weather access.

Special care should be taken to avoid impacts to existing mature trees, and veteran trees should receive specialist management, e.g. HALO released, (competing scrub removed from under the canopy) to improve health, although these need to be assessed on a case by case basis.

Wanstead for all

1K. Improve paths and access within Park:
Improve main routes from entrances to Temple and Grotto;

1L. Improve all main entrances to Park:
Selectively clear vegetation to open up views; introduce new/improved signage and interpretation; improve surfacing

1T. Conserve veteran trees and historic avenues:
Remove competing vegetation from Root Protection Area (underneath crown) to improve health for single veteran trees.

Longer term priorities

2D. Improvements to boundaries:
Remove and replace boundary fencing / railings as they come to the end of their design life, with timber, to replace the reinforced concrete pails.

2H. Improvements to boundaries:
Remove and replace boundary fencing / railings as they come to the end of their design life, with timber, to replace the reinforced concrete pails.



Figure 21 - Parkland Plan: Shoulder of Mutton Pond



Existing Poor condition of park road entrance



Shoulder of Mutton Pond - good water levels, bank-side vegetation and open character, with unfortunate unsightly fencing in the background

2.0 Shoulder of Mutton Pond

Issues

The Shoulder of Mutton Pond survives from the 1746-1779 phase of design and retains an open character, with a combination of grass banks and vegetated banks supporting reeds, marginal and woody species. However, there are large stretches of willow scrub which block views to the pond and limits emergent vegetation.

The pond sits on low permeability London clay and leakage is not considered to be an issue.

Vegetation along the northern boundary adjacent to the golf course is relatively thin in places, revealing views into Wanstead Golf Course over the aging concrete railings gapped up with metal palisade fencing.

The Park Road entrance lacks definition and the main path is poorly drained, rutted and muddy resulting in land to either side of the path becoming worn and compacted.

Solutions

Inter-visibility between the park and Wanstead Golf Course should be improved by opening up and maintaining historic view corridors through selectively clearing scrub vegetation along the boundary. Carrying out work to lift the canopies of existing retained mature trees, will give them more prominence, and by replacing existing boundary railings with 'see-through' fencing will extend views.

In the longer term, trees within this view corridor should not be replaced and any new tree planting should reinforce the view corridor.

The Park Road entrance should be improved with new signage, vehicle gate and litter bins to better serve the Park in terms of arrival, orientation and interpretation. The path should be improved to address drainage issues and surfaced in self-binding gravel to permit all-weather access.

It is important not to open up the views to the houses on the southern boundary, but the width of the tree belt is substantial and will allow areas of opening to be created as well as the lake edges to be substantially cleared. Reducing the scrub between the path and the lakes will open up the lake to views, opens up light to emerging aquatic vegetation and allows people to feel safe, and not visually isolated in the woods.

Wanstead for all

1G. Open up other views between the Park and Golf Course:
Selectively clear vegetation along sections of park/golf course boundary and introduce 'see-through' fencing to allow visibility between different park ownerships.

1L. Improve all main entrances to Park:
Clear vegetation, new/improved signage and interpretation; improve path surfaces

1B Water Catchment Management:
Improve sustainable drainage to all Lakes to reduce abstraction pressure on scare aquifer abstraction from the Groundwater Protection Zone that encompasses the park. Liaise with EA to see if borehole abstraction licence will be given if the pond is made watertight.

All to be considered in conjunction with the Large Raised Reservoir works

Longer term priorities

3B. Restore Avenues:
Reinstate avenue planting near Shoulder of Mutton Pond.

2D Maintain/Re-instate remaining paths and access within the Park:
Improve path to south of Shoulder of Mutton Pond and remove adjacent scrub sufficient to enable views to lakes and open glades. Maintain other paths (resurface in gravel) and maintain open views.



Figure 22 - Parkland Plan: Heronry Pond



Winter water levels, kiosk and ponding



Heronry pond with the temple (left) and kiosk (right) from the approach to the plain



Concrete edging to heronry pond



Eastern end of the Heronry Pond, boats moored and with the Refreshment Chalet and Chalet Wood.

3.0 Heronry Pond

Issues

Heronry Pond created between 1716-1745, is the most municipal of the Park's water bodies, due in part to its concrete apron lining, installed in the early 20th century, when used as a boating lake. Its form has been greatly altered over time, with former islands subsumed within its southern edge and new islands introduced into its north west corner.

Heronry Pond retains an open character along its more accessible northern edge, with grassy banks and scattered trees and shrubs. Its southern edge and the land between the Pond and Northumberland Avenue are more wooded generally, with access primarily along an un-surfaced path which climbs over the Great Mound at the Pond's south west corner.

The concrete covered clay-lined Pond has long suffered from leakage, and topping up from the adjacent borehole is proving unsustainable until the lining is watertight. It needs urgent attention to address leakage, stabilise water levels and improve the functionality of the park's cascade system.

The large amount of willow scrub blocks views of pond and limits emergent vegetation. This should be thinned to prevent the opening up of views to housing, together with retaining a wooded boundary with Northumberland Avenue.

Solutions

Further survey work should be undertaken to understand the hydrology of Heronry Pond so as to enable its restoration. Refer to JBA and Haycock Reports.

Heronry Pond should be re-lined probably with Bentonite clay sheeting to make it water-tight and this work should aim to reconfigure the pond's layout to restore the lost elements of the landscaping, including the former islands along the south bank. This work will also present an opportunity to re-profile the banks of the pond and its island to better contribute to the amenity and biodiversity value, introducing shelves and shallow areas for reeds and other marginal and emergent flora as well as allowing access to the water.

The Great Mount should be partially revealed through selective clearance of self-seeded trees sufficient to open up views of and from the designed earthwork, aid interpretation and enable access to the top of the Mount with improved views to the park. This must be done carefully however, so as not to increase views towards the housing to the south from inside the park.

Scrub must be cleared from the paths and from a new path to the south of Heronry, leaving pockets of meadow while retaining the screen to the housing.

Scrub to the north of Heronry must also be cleared to create inter-visbility between the park and golf club.

Archaeological investigation should inform reinstatement of a spiral path surfaced in self-binding gravel ascending the Mount and restoration of the profile as necessary. The slopes should be managed as grassland (mown 1-2 times per year) with feature trees retained.

Wanstead for all

1G. Open up other views between the Park and Golf Course, and from paths to lake:
Selectively clear vegetation along sections of park/golf course boundary and introduce 'see-through' fencing to allow visibility between different park ownerships.

1L. Improve all main entrances to Park:
Clear vegetation, new/improved signage and interpretation; improve path surfaces

1K. Improve paths:
to the south of Heronry, opening up views to lakes and clearing scrub from path margins, but ensuring housing is screened.

Sustainable and Resilient Waterscape

1B Water Catchment Management:
See 2.0, not repeated here. All to be considered in conjunction with the Large Raised Reservoir works

1C. Restore Heronry Pond:
Re-line pond to stop water leaks; restore channels and islands on southern edge; introduce new wetland and marginal habitats along edges of pond and islands. Consult with EA over a borehole for non potable supply.

Longer term priorities

2B. Limited Revealing of ornamental earthworks (Great Mount):
Selectively clear vegetation to reveal form and shape of designed earthwork of the Great Mount on south side of Heronry Pond, but not so as to open up views of the housing to the south; carry out archaeological investigation, restore profile (as necessary) and improve accessibility.

Ensure views of housing not opened up by doing this selective scrub removal.



Figure 23 - Parkland Plan: The Plain



Poor landscape setting to the popular kiosk



Anthills in the plain, restrict use for recreation



Temple and lawn area from the west of the plain

4.0 The Plain

Issues

The Plain lay outside the old gardens of Wanstead House. There is no evidence that it was landscaped at all before 1715, when an avenue of trees was planted, and it may not have reached its final form until after the southern chain of lakes was completed in the 1740s.

However, The Plain survives as a relatively open space laid out in the early phase of the parks development. The eastern part of The Plain with its anthills is considered to offer one of the best examples of acid grassland habitat within Epping Forest; the anthills are an important habitat for the green woodpecker that feeds on them. However, the anthills also make it difficult for the grass to be used for recreational use, and scrub is encroaching onto the grassland, particularly at the eastern end of The Plain.

The western area of the Plain is subject to heavier use by visitors, particularly around the existing Tea Hut and along the northern and western edge of Heronry Pond up to the Northumberland Avenue entrance where the grassland is subject to wear, erosion and seasonal waterlogging due to pressure of use here.

The Tea Hut offers the only catering on site, but the access ramp, associated railings and poor landscape and do not contribute to either the ornamental or natural character of the Park.

Five sessile Oaks survive of the Union Jack planting (refer to plan, pg 31) to celebrate Waterloo (1815). This planting could be considered for restoration but this will need to be balanced against the acid grassland management.

Solutions

The Plain should be actively managed to better serve, and balance both nature conservation and amenity uses. The western end of the Plain between Heronry Pond and the Temple is a location where visitor use is concentrated daily and episodically when larger events are held.

Management of this area should better reflect the high amenity recreation use, with the grassland receiving regular mowing throughout the year, however this will impact the anthill habitat. The eastern end between Perch Pond and the Temple should be managed for nature conservation, with intervention focussed on managing encroaching trees and scrub and restoration of open acid grassland and anthill habitat.

It is possible that grazing parts of The Plain (and potentially the Long Walk) could bring about both heritage and biodiversity benefits and this should be considered in more detail.

The Northumberland Avenue entrance should be improved with new signage, vehicle gate and litter bins to better serve the Park in terms of arrival, orientation and interpretation.

The ground levels around the Tea Hut should be adjusted to enable removal or reduction in length/gradient of the access ramp and railings, and ornamental evergreen planting should be introduced around the Tea Hut to improve its setting. The immediate surroundings between Tea Hut and Heronry Pond should also be re-designed to improve the setting.

Wanstead for all

1L. Improve all main entrances to Park: Clear vegetation to open up views; introduce new/ improved signage and interpretation; improve path surfaces

1S. Management of The Plain: Manage western area for recreation, and eastern area for nature conservation, including selective removal of encroaching trees / scrub to enhance the acid grassland habitat.

1K. Improvements to Paths within the park: Improvements to strategic paths throughout.

1.1K Tea Hut: Redesign landscape setting around the Tea Hut, to remove unsightly handrails and improve its setting and accessibility generally

Longer term priorities

2L. Management of The Plain: Introduce grazing to enhance the acid grassland habitat

2D. Improvements to Paths: Other, lower priority paths upgraded / resurfaced.

3A. 'Union Jack' Avenue Planting on the Plain: Restore the 1815 historic planting, 5 trees of which survive.



Figure 24 - Parkland Plan: Perch Pond



Perch just visible through trees along edge



Dam with trees under routine assessment by E.A. panel engineer, separating perch pond and the dell

5.0 Perch Pond

Issues

Perch Pond formed during the 1716-45 period of the landscape's design, by Sir Richard Child, or Earl Tylney by 1733. It is now generally tree-lined, the exception being the dam on its eastern edge, which only has a few fairly mature specimens. It retains good water levels, but has contained a population of invasive floating pennywort which requires continued vigilance and active management. Public fishing is allowed on Perch Pond.

Self-seeded tree and shrub growth periodically screens views from The Plain to Perch Pond. Vegetation has similarly screened views to the historic islands within the western end of the Pond, and fallen wood and silt had filled-in the channels between them. In 2018 tree clearance has opened this area up and restored the the shapes of the islands. This now enables visibility and interpretation of these ornamental features within the historic landscape.

The stormwater supply into this pond from adjacent roads is possibly causing pollution into the pond, and should be included into water catchment management at the earliest opportunity with necessary petrol intercepters installed.

Solutions

Management efforts should prioritise the removal, control and elimination of invasive species from Perch Pond (and from the Park's waterscape as a whole).

Vegetation on the north bank of Perch Pond should be thinned selectively to open up views between The Plain and the water.

The islands at the western end of Perch Pond were extensively restored to more open conditions in 2016-17. The idea was that they should be revealed, restoring their shapes, opening views and enabling their interpretation as ornamental features within the historic landscape. The channels between the islands needed to be dredged and cleared of fallen wood and debris and vegetation thinned along their edges, leaving the majority of the islands wooded.

Wanstead for all

1R. Perch Pond - Reveal islands:
Dredge and clear channels of fallen trees and debris and selectively clear vegetation from island edges to reveal the shape and design; carry out archaeological investigation to inform restoration of profiles (as necessary)

1Q. Improve the views to and appearance of the historic water bodies:
Selectively clear vegetation from edges to open up views and access to the water; remove vegetation and fallen trees to re-define edges; manage invasive aquatic species

Sustainable and Resilient Waterscape:

1B Water Catchment Management: See 2.0. All to be considered in conjunction with the Large Raised Reservoir works

Longer term priorities

2D. Improvements to Paths:
Other, lower priority paths upgraded / resurfaced.



Figure 25 - Parkland Plan: Chalet Wood



South mount within chalet wood



Chalet wood located behind keepers cottages, with south mount obscured by scrub within

6.0 Chalet Wood

Issues

The early 18th century designed south mount has been subsumed underneath self-seeded tree and shrub growth, screening the former panoramic views from the top and inhibiting access and interpretation. This is compounded by the unmanaged growth of yew trees planted around the base of the Mount in the 1990s to discourage off-road bikes which had damaged the earthwork. Also unmanaged vegetation on the mounds obscures them.

The Southern Mount may have had a spiral form in its original incarnation as part of George London's design, but was later remodelled as the focus of the Little Amphitheatre. In its second incarnation it was a stepped cone with a flat top, surmounted by a seat, and with a shallow ramp to the summit from the south. See Rocque 1735. However, in January 1945 it was partially demolished by a V2 missile, and the present summit is several metres to the west of the original, so it is probably that no original evidence survives for the southern of the two mounts.

The Wood is managed in its central section to encourage the existing colony of bluebells and other ground flora, and is justifiably popular during the blooming season. To control access in this area, a 'bluebell walk' comprising a woodchip path between site-won log edging has been installed to the west of the existing access track to The Temple, although the path alignment was not informed by either historic mapping or archaeological surface features.

Solutions

The South Mount should be revealed through selective clearance of self-seeded trees sufficient to open up views of the designed earthwork, aid interpretation and enable access to the top of the Mount as an extension of the bluebell walk in Chalet Woods.

Archaeological investigation should inform reinstatement of a spiral path surfaced in self-binding gravel ascending the Mount and restoration of the profile as investigations inform, as well as considerations of practicality in a public setting. The existing yew surrounding the base of the Mount should be cut back and managed as an informal hedge, with breaks for access introduced along the alignment of historic views. The Mount slopes should be managed as woodland understorey, with shade tolerant grasses and herb layer, encouraging colonisation by bluebells.

In the longer term, any replacement or realignment of the lengths of the bluebell walk within the Wood should be informed by historic mapping and LiDAR, so that its layout can reflect the former paths and features in this part of the historic landscape. Any future development of the Temple Hub, such as the introduction of an extended or new building should consider reinstating the historic axis between the Temple and the Ornamental Water through Chalet Woods.

Wanstead for all

1I. Reveal South Mount, Chalet Wood (and North Mounts - Warren Wood):
Cut overgrown yews around the mount to form a formal hedge.

Selectively clear vegetation to reveal form of both designed mounts;

1T. Conserve veteran trees and historic avenues:
develop and carry out specialist management, i.e. remove competing scrub from Root Protection Areas.

Longer term priorities

2C. Restore Views:
Clear vegetation in Chalet Wood to open up lost historic views between key features

3B. Restore Avenues:
Clear corridor through Chalet Wood to restore major view/axis between Temple area and Ornamental Water (linked with any proposal for a potential new/enlarged structure at the Temple 'hub').

3C. Reveal historic features: Potential selective thinning of vegetation to create focal points on bluebell walk to interpret former clearings and features, e.g. using site-won timber from tree clearance to create a labyrinth on the site of the former maze.

Carry out archaeological investigation and restore a spiral path on mounts (following archaeology) surfaced in self-binding gravel.

3E. Realign key access to Temple:
Realign track from Warren Road to Temple to



Figure 26 - Parkland Plan: The Temple, plus extract from "Fores's new guide for foreigners" (S W Fore, 1789), courtesy of Friends of Wanstead Parklands



East elevation and potential garden/seating area



Temple east elevation, cottages and potential garden and catering seating area



View from first floor across 'Arcadian mount' out onto the plain and (replanted) historic avenue



View of the temple & mount looking east along the replanted avenue

7.0 The Temple

Issues

There is no documentation relating to the construction of The Temple, but it clearly dates from the 2nd Earl's time, around 1760. It appears to have been built to house a "menagerie" (actually an exotic aviary). See the unusually detailed description of Wanstead House and gardens from "Fores's new guide for foreigners" (S W Fore, 1789)

It has been recently restored and has exhibitions on display, which is open to the public at weekends. However the Temple is generally underused. There is no public access to the ground floor, except for the disabled access point to the rear, which is also the staff access. However all the displays are at first floor level, via the main entrance from the Mount, therefore are not accessible for all.

The external space to the east is of poor quality, and does not offer any public amenity space, although in theory it could be used for external space for any simple catering offer, with minimal input.

The keepers cottages are very close to the space to the east of the Temple, which creates issues with disturbance to the cottages, if the Temple were opened up to extensive public use. The cottages also restrict the appeal of any garden space created to the east to serve the Temple, as the current backdrop of the 1930s semi-detached cottages is not in keeping with the Temple, or the park.

Solutions

A limited catering offer can be created within the Temple at ground floor level in the short term, to build up the demand for a more permanent catering offer at the Temple in the long term. This does not necessitate costly alterations in the short term but the current toilets at ground level should be converted to be accessible (1 No unit) at the least.

The outdoor space to the east of the Temple can be made welcoming and appealing as an outdoor cafe seating area/ garden, with relatively little investment, to make the space better used, and to build up trade/demand for this type of catering concession. This is important to demonstrate to the public that the Temple is open and a destination within the park to visit. It could be possible to have a community garden here, for instance. The licence for the current Tea Hut catering concession must be clarified to assist any decisions regarding any further catering offer at the Temple.

The future of the Keepers Cottages must also be clarified for the long term vision and aspirations of this area to be discussed and a brief drawn up. If the use of these buildings are to change from residential to a public use, then the landscape can tie all the buildings together and a real central visitor hub could start to bring in more visitors and income to the site.
Carparking will need consideration as part of such a plan however.

Wanstead for all

1D. Create a Visitor 'hub' at the Temple:
Phase I: To include limited external landscape design and implementation works to east of building, including play to the east of former horse pond. This can enable 'pop-up' trial catering offer. Can include seating area on the ground floor of the Temple, that can spill out onto an outdoor seating area;

In the short term, introduce new lawn and planting (possibly community garden/food growing and natural type play area) to support an outdoor cafe seating space. This could be themed and designed along the concept of a 'Menagerie' garden, in keeping with its historic use.

Improve external signage to the west of building and open up lawn to use during week.

Further Surveys:
Carry out business case and architectural feasibility / parking / brief development for The Temple, to inform options for future development as both a short term, and then expanded / intensified Park Cafe/Hub Building and expanded play area, potentially grant funded.

Longer term priorities

3A. Further development of the Visitor 'hub' at the Temple:

As part of a bid to the Lottery Heritage Fund (or other) - if the pop up is successful.

Expansion of café / catering venue with associated community space / function room -- oriented towards Menagerie Pond and Temple and on historic axis with Ornamental Water. Associated disabled parking.

Carry out next phase of landscape works to east of Temple building to serve the cafe offer.

Restore former pond and introduce new planting and create a high quality cafe seating area/ garden space, which could be designed along the concept of the former 'Menagerie' as a garden theme.

Carry out feasibility and options appraisals for carparking and transport strategy as part of any business planning and brief definition.



Figure 27 - Parkland Plan: The Grove & Dell



Coronation bridge, currently closed but potential for inexpensive renovation.



Mature woodland near the edge of the grove and plain



View from the bridge over water within the dell

8.0 The Grove & Dell

Issues

Limited woodland management means veteran trees are subject to competition from scrub.

Paths are in poor condition through Grove and Dell, and the original patte d'oie has been lost. The little stream is a great feature, and could be more accessible and opened up to the public.

No link onto the Roding Valley Way and 'Quietway' cycle routes. Entrance improvements are especially required in this compartment to provide orientation, a consistent identity to the park and a sense of arrival, especially from the cycle paths and across the Roding.

Poor entrance from the former sewerage works into Wanstead Park (no sense that you have arrived in a designed landscape, or a park.)

The Dell has the potential to be managed as a wet woodland, and support a different habitat type as such.

Solutions

Continued woodland management will improve the condition of veteran trees, by reducing competition.

Children's play could be enabled in the former quarry area, using natural materials and features and not with fixed play equipment, needing ongoing maintenance and inspections. In this way it would not be readable as a 'play area' as such but be part of the wider playable landscape, without detriment to it's heritage.

Similarly the stream could be opened up with an informal path installed alongside, with stepping stones to enable informal play opportunities.

Consider managing sections of the Dell as wet woodland to diversify overall habitat types.

Wanstead for all

1L: Entrance Improvements:
A well used informal entrance which should be formalised, including wayfinding from surrounding areas.

1T. Conserve veteran trees and historic avenues:
Develop and carry out specialist management to reduce competition.

1V. Introduce Children's Play opportunities:
consider 'natural play' opportunities within this section of the Park, using the former sunken, quarry area. Opening up the stream with stepping stones would also improve access and introduce an informal play opportunity

<u>Sustainable and Resilient Waterscape:</u>

1B Water Catchment Management: See Compartment 2.0

Longer term priorities

2K. Management of The Dell:
Develop management proposals to create wet woodland habitat.

3D. Restore Views:
Restore paths / views through The Grove to Ornamental Water along lines of former patte d'oie avenues – (radiating paths in the shape of a goose's foot).



Figure 28 - Parkland Plan: The Grotto



Grotto showing recent stabilisation and boat 'slot' to rear



View across ornamental water



Palisade security fencing a dominant feature

9.0 The Grotto

Issues

The Boathouse Grotto is one of the surviving built historic features from the second Earl Tylney in 1760 and is the focus of key views from points around the Ornamental Water.

Despite ongoing consolidation over the years it continues to deteriorate as a result of unchecked plant growth and weathering.

The City has carried out recent work to remove plant growth from the surviving structure and manage vegetation to improve its setting, but the Boathouse Grotto remains vulnerable, inaccessible, and not very visible, behind unsightly palisade security fencing.

The City has commissioned Alan Baxter & Associates to produce a new Conservation Plan, (2019) and this will enable a commitment for future consolidation and / or use of the Grotto.

Solutions

Work must be undertaken to consolidate and conserve the remains of the Boathouse Grotto as a minimum, and work should continue to integrate the structure within the wider landscape. While it may not be possible to make the remains accessible, efforts should be made to improve access and views to and around the Grotto, including reinstating the former bridge across the Ornamental Water on surviving abutments to the east of the Grotto. This will make the circuit around the Ornamental Water more accessible to visitors as it reduces the circuit considerably, and creates a landmark feature which will help orientation as well as access.

The palisade security fencing must be removed and replaced with an estate rail, or if this is thought too open, a park railing of suitable quality. to a height of 1500mm.

Whichever option for railings are chosen, planting should be designed to improve the setting for the Boathouse Grotto, in keeping with the historic planting themes. Unfortunately due to Phytophthora, Rhododendrons are no longer an option, but plants suitable to a 'conserved ruin' type aesthetic, and environment; e.g. ferns would be suitable.

Wanstead for all

1E. Conserve the Boathouse Grotto:
Carry out a condition survey and Conservation Plan, to identify works necessary to conserve the remains; carry out initial design to make the Grotto ruins accessible or more visible to the public and remove palisade security fencing, improving setting.

1E. Improve setting to the Boathouse Grotto:
Following the recommendations of the condition survey, carry out work to consolidate remains and improve the setting, and introduce new planting, e.g. Rhododendron spp., and park like railings such as estate rail, to improve setting.

1W. Install Bridge across Ornamental Water:
Install new historically sympathetic 25m span, (required to span the Water today) timber footbridge across Ornamental Water. Alternatively, reduce the span by amending the bank profiles to reduce the width at this point. In either case, further research and an appropriate, and sensitive design response will be necessary.

Longer term priorities

Further works to the Boathouse Grotto:
Carry out more extensive works to the Boathouse Grotto, as per the conclusions in the Alan Baxter Assoc's reports (2019) and as alluded to in the previous study by Richard Griffiths Architects. This makes recommendations to restore the grotto and boathouse, and make them a functioning building and key destination within the park.



Figure 29 - Parkland Plan: The Long Walk & Warren Road



Warren road vehicular entrance



Towards long walk from the east across ornamental water



View down long walk with encroaching scrub to either side

10.0 The Long Walk & Warren Road

Issues

The Long Walk within the public park, together with the Straight Canal is one of the earliest phases of the designed landscape laid out in 1667-1715. It remains an open east-west vista from the Ornamental Water up to 'The Glade' at its western end, where existing self-seeded vegetation limits views westwards into Wanstead Golf Course and towards the Mansion site. Rough ground makes this key historic feature illegible here.

The edges of the woodland blocks to the north and south of the Long Walk lack definition, and self-seeded trees and scrub have obscured tree planting carried out in the 1990s and are encroaching into the grassland.

The Warren Road entrance provides an under-whelming first impression for many park visitors and gives little indication of the designed landscape which lies beyond.

Solutions

The view between the Mansion site and the Ornamental Water should be restored through selective clearance of scrub and understorey vegetation within 'The Glade' and works to existing retained significant mature trees.

The Warren Road entrance area should be improved to better serve the Park in terms of arrival, orientation and interpretation.

In the longer term, the edges of the woodland blocks to the north and south of the Long Walk should be formalised.

Additionally, there is potential to introduce a focal feature at the top of the Long Walk, such as the fragments of architectural stonework from Wanstead House repatriated from Dagnam Park in Havering.

Wanstead for all

1F. Reveal vista along Long Walk:
Restore view between Mansion Site and Ornamental Water; clear vegetation along park/golf course boundary and replace existing boundary railings with (relatively) 'see-through' fencing to allow visibility between different park ownerships. This is a priority due to the non visibility between golf course and park one of the reasons for Historic England putting the park on the HAR register.

1X. Improvements to Access to the park, and limited parking:
Potential extension of Warren Road car park up to line of Long Walk to provide 20 spaces in grasscrete or similar, permeable, green surface.

1L. Improve all main entrances to Park:
Selectively clear vegetation to open up views; introduce new/improved signage and interpretation; improve surfacing

1T. Conserve veteran trees and historic avenues:
Develop and carry out specialist management

Longer term priorities

2A. Improve vista along Long Walk:
Undertake vegetation clearance to reveal mature trees along edges of Long Walk within park and introduce new, low understorey planting to create a formal edge to woodland. Rhododendron spp would not be suitable due to Phytophthora, but Ruscus for example, would be suitable;

In the longer term, and with Wanstead Golf Club's consent, introduce feature as eye-catcher in the location of the former House.



Figure 30 - Parkland Plan: Warren wood



Duplicate fencing and access into Wanstead

11.0 Warren Wood

Issues

Warren Wood is dominated by regenerating elm scrub and sycamore, rather than the high forest, which would be appropriate in this historic park. A long term aspiration should be to gradually improve the woodland and convert it back to high forest, possibly with standard oak, hornbeam and hazel. For the moment the scrub at least provides a wooded backdrop for the historic environment.

As with the South Mount in Chalet Wood, Earl Tylney's early 18th century North Mount and Amphitheatre have been subsumed underneath self-seeded tree and shrub growth, screening former views and inhibiting access and interpretation. This is compounded by the unmanaged yew hedge/now trees planted in the 1990s to discourage bikes.

Formal access is kept to the fringes of Warren Wood along Florrie's Hill and the edge of the Ornamental Water, although numerous informal routes cut through the woodland.

Solutions

The North Mount should be revealed through selective clearance of self-seeded trees sufficient to open up views of the designed earthwork, aid interpretation and enable access to the top of the Mount as a feature within Warren Wood. Archaeological investigation should inform reinstatement of a spiral path surfaced in self-binding gravel ascending the Mount and restoration of the profile as necessary. The existing yew surrounding the base of the Mount should be cut back and managed as a hedge, to help deter erosion by bikes, with breaks for access introduced along the alignment of historic views. The slopes should be managed as woodland understorey, with shade tolerant grasses and herb layer, encouraging colonisation by bluebell and mown 1-2 times per year.

The Florrie's Hill entrance should be moved south to align with The Warren Drive and views along the main pedestrian route from St Mary's Church and the Golf Club clubhouse to the Park. In the longer term, further survey and investigation should be carried out at the Amphitheatre to determine feasibility of incremental selective clearance (and future further restoration) of this ornamental feature as an informal wild flower/grassed clearing, (mown only 1-2 times per year) with feature trees retained. This will enable improved access and interpretation and enhance the 'managed ruin' aesthetic of the landscape as a whole.

Wanstead for all

1I. Reveal ornamental earthworks (North Mount):
As a minimum, cut the yews planted around the base, as a low hedge, before they get too large.

Selectively clear vegetation to reveal form and shape of designed earthwork in Warren Wood; carry out archaeological investigation and restore profile (as necessary); improve accessibility in the form of a spiral path surfaced in self-binding gravel.

1L. Improve all main entrances to Park:
Selectively clear vegetation to open up views; introduce new/improved signage and interpretation; improve surfacing

1N. Reveal the Great Amphitheatre:
Selectively clear vegetation and lift tree canopies to reveal the form and extent of the earthwork in Warren Wood; manage as an open glade within the woodland.

1T. Conserve veteran trees and historic avenues:
Develop and carry out specialist management

Longer term priorities

2C. Restore Views:
Selectively clear limited vegetation in Warren Wood to open up lost historic views between key features, prioritising views from the North Mount, and Amphitheatre to the Ornamental Water.

3H. Woodland Restoration:
Convert Warren Wood from elm and sycamore scrub back to high forest.





Northernmost point



Key view up the canal towards long walk



From bottom of long walk looking north along ornamental water



Fortifications. Limited edge clearance could aid definition and retain ecological habitat

Figure 31 - Parkland Plan: Ornamental Water & Islands

12.0 Ornamental Water & Islands

Issues

The Ornamental Water is the largest and most elaborate water body within the Park, designed between 1716 and 1745 for Sir Richard Child, Earl Tylney, along with The Fortification (islands), Lincoln, Engine and Rook Islands and the Amphitheatre, all as a set piece of design, adding to the Long Walk and Straight Canal, laid out in 1667-1715.

Self-seeded tree and shrub growth has screened views to the historic islands that comprise The Fortification and interrupted formal designed views, mainly that between the Amphitheatre and The Fortification. Fallen wood and silt have filled-in the channels between them. While this undisturbed condition has been favourable to some wildlife, (not water quality) it has also softened and obscured the shapes of the islands, affecting the integrity, visibility and interpretation of these ornamental features within the historic landscape.

Openings and views to the River Roding are currently limited. They could be opened up at strategic points to create small glades creating informal picnic spots and access to the gravelly banks of the river. However it must be done in such a way so as not to open up views of the A406, beyond.

Solutions

The western part of the Ornamental Water should be managed an ornamental feature within the historic landscape, with fallen wood and debris cleared from the edges of Lincoln Island and Rook island, particularly along their southern and northern edges respectively, to restore the view between the overgrown Amphitheatre and The Fortification.

The islands comprising The Fortification should be cleared (for say2m) from their edges, and re-edged to reveal their designed shapes. This will open views and enable their interpretation as designed ornamental features within the historic landscape. The channels between the islands should be dredged and cleared of fallen wood and debris and vegetation thinned along their edges. Limited clearance at the edges will leave the majority of the islands wooded.

The eastern part of Ornamental Water and the area south of the Grotto should be managed primarily for natural aspect and nature conservation, but again with the edges free of woody vegetation so a wild flora margin/edge or waterside path can be maintained, the water is visible and with views across. It will require cutting once per year.

Wanstead for all, Sustainable and Resilient Waterscape

1J. Ornamental Water - Reveal Fortifications: Clear channels of debris and selectively clear vegetation from island edges only, to reveal the shape and design; carry out archaeological investigation to inform restoration of fortification profiles.

1K. Improve paths and access within Park: re-surface paths where necessary around Ornamental Water.

1Q. Improve views the integrity and appearance of the historic water bodies: Selectively clear vegetation from edges to open up views and access to the water; remove vegetation and fallen trees to re-define edges; manage invasive aquatic species

Clear scrub to allow more views to lake and create pocket areas of meadow to the east side of the path in River Wood, retaining screen to A406.

1W Bridges:
Reinstate the Bridge from the Grotto across Ornamental Water

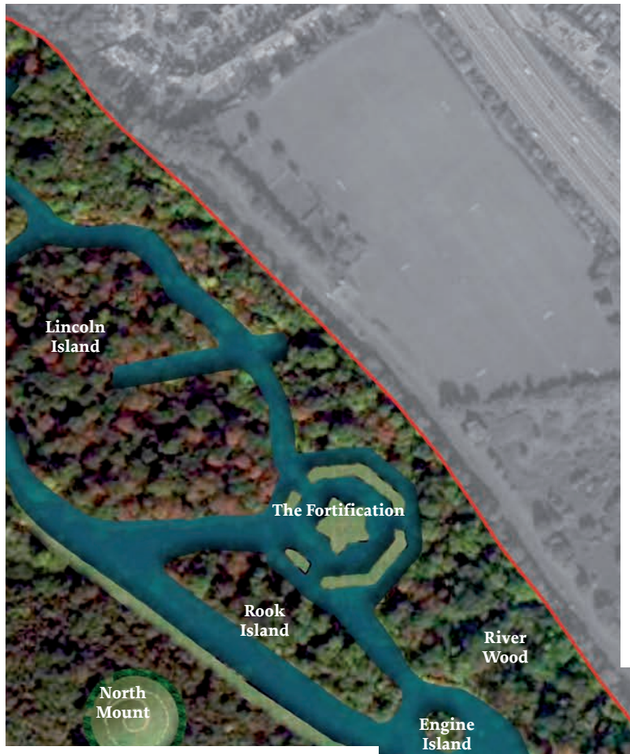
<u>Sustainable and Resilient Waterscape</u>

1B Water Catchment Management: See 2.0

Desilt Ornamental Water

Longer term priorities

See 2D in Paths and Surfaces
Continue to Improve paths and access within Park:
Around The Plain (resurface in gravel) and along both sides of the Ornamental Water from the Grotto to the Amphitheatre and Fortifications (push back woodland edge to establish grass on both sides of path and resurface in gravel)].




River wood to left of photo


Inaccessible, derelict Coronation bridge in river wood


Potential access and links with and across Roding?


River wood character



Figure 32 - Parkland Plan: River Wood / Whiskers Island

13.0 River Wood / 14.0 Whiskers Island

Issues

River Wood and Whiskers Island form valuable buffer, screening the public park from views and noise from the busy A406 North Circular and surrounding urban development.

The River Roding passes along the eastern edge of River Wood, retaining an enclosed wooded character for much of its length beside the Park. There are opportunities to access the River opposite the northern tip of the Ornamental Water and at the eastern extent of the Canal opposite Whiskers Island.

In the south of River Wood, the Coronation Bridge, owned by the Lodon Borough of Redbridge, provided a direct connection between the Park and communities in Ilford to the east, but is in a state of dereliction. This should be repaired and re-opened to increase accessibility to the south and from the cycle route.

Solutions

River Wood and Whiskers Island should continue to be managed for their natural aspect.

Access to the River should be improved, which may include localised re-grading of banks opposite the northern tip of the Ornamental Water and at the eastern extent of the Canal opposite Whiskers Island.

The Coronation Bridge should be repaired with new slats, and the associated entrance improved through to allow improved to better serve the Park in terms of arrival, orientation and interpretation.

Further work should be carried out to investigate the feasibility for improved pedestrian and cycle links between the Park and the Roding Valley Park, potentially via a new bridge in the northern corner of the park, by the Thames Water Eastern Avenue Pumping Station site.

Wanstead for all

1L. Improve all main entrances:
Create new entrance into the park at recently restored LB.Redbridge Bridge, south of Coronation Bridge. Introduce new/improved signage and interpretation; improve path surfaces to this and Coronation Bridge below.

1L. Bridges: Repair Coronation Bridge (LB Redbridge ownership) over the Roding.

1P. Improve connectivity with surrounding areas:

- To/from Ilford and areas west of the River Roding, incl. around Coronation Bridge (1L)
- Investigate potential connections with Redbridge Underground station via Eastern Avenue Pumping Station, with new bridge over River Roding and potential parking.

1U. Improve links with the River Roding:

- Selectively clear vegetation to open up views and access to the river.
- Investigate potential connections to Roding Valley Way cycle route

Longer term priorities

2G. Continue to Improve access and wayfinding from surrounding areas:

- Introduce connections to Roding Valley Way and Quietway cycle routes
- Introduce links via Eastern Avenue Pumping Station via a new bridge. Investigate partnership funding from Thames Water, and include in potential NLHF bid.



Figure 33 - Parkland Plan: Wanstead Sports Ground / Blake Hall Sports Ground



Potential for public path around the perimeter of golf course, into the park



Ensure views of basin kept clear



Mansion house site, could be interpreted from Park side

15.0 Wanstead Sports Ground / 16. Blake Hall Sports Ground

Issues

Wanstead Sports Ground is dominated by well managed, neatly mown 18-hole golf course as well as cricket, tennis and lawn bowling facilities, all with their associated infrastructure. The sports clubs have introduced many elements which confuse interpretation of the historic landscape's design as a whole. Placement of facilities, tree planting and vegetation management has been motivated by game play and operations rather than historic landscape precedent.

This includes the use of species inappropriate or unsympathetic to the historic landscape, such as lines of Lleylandii screens.
Vegetation and concrete railings patched with metal palisade fencing create a defensive perimeter along boundary with the public park and adjacent roads, creating a sense of enclosure by limiting views and access. Vegetation at the edges of the Basin obscures views to this ornamental feature, and given the lack of public access to this part of the Golf Course, views from Overton Drive are particularly important.

Solutions

The Golf Course boundary should be opened up in places through selective clearance of understorey vegetation and crown lifting of significant mature trees, with priority given to historic views along the Long Walk, between the Mansion site and Heronry Pond and to Shoulder of Mutton Pond. This should be combined replacing sections of the existing railings, using 'see through' fencing such as a sports mesh fencing. Thought should be given to establish and formalise occasional, permissive access through the Golf Course from Overton Drive to the Mansion site on selected open days during the year, such as Open Garden Squares Weekend.

Interpretation of the Mansion site should be prioritised by improving access and visibility from the publicly accessible areas of the Park. Interpretation could also include the repatriation of fragments of architectural stonework in Dagnam Park, Havering which are believed to have come from Wanstead House. In the longer term, management should favour referencing former ornamental features of the historic landscape, namely the former American Garden and Repton Parterre. A future aspiration should be to investigate the feasibility of replacing or re-locating tennis club infrastructure interrupting the vista between the Mansion site and The Basin.

Wanstead for all

1G. Open up other views between the Park and Golf Course: Selectively clear vegetation along sections of park/golf course boundary and introduce 'see-through' mesh sports fencing to allow visibility between different park ownerships. (refer also to 'boundaries' section)

1H. Reveal Mansion site: Introduce interpretation; selectively clear vegetation to open up views. Discuss limited access to the Mansion site on special event days (eg Open Gardens Squares Weekend).

1P. Improve connectivity with surrounding areas:
from St Mary's Church, past Wanstead Golf Club to Warren Road entrance

1Q. Improve the integrity and appearance of historic water bodies (The Basin): Selectively clear vegetation from edges to open up views and access to the water

Longer term priorities

2F. Interpret the American Garden:
Use ornamental planting to reflect the former American Garden in this part of the Golf Course

2I. Improve access and interpretation in Wanstead Golf Course:
Clear vegetation to open up vista between Mansion site and Long Walk.

3F. Interpret Repton Parterre:
Use formal planting in this part of the Golf Course to reflect the former early 19th Century parterre garden by Humphrey Repton



Figure 34 - Parkland Plan: St Mary's Church



Church entrance gate: potential arrival and orientation point for the parkland, as well as benefit for the church.



Churchyard.
Interpretation opportunities.

17.0 St Mary's Church

Issues

The Grade I-listed church, constructed in 1790, is the most significant architectural survivor of the estate associated with Wanstead House. It is also the only grade I building in Redbridge. It sits prominently just to the south of junction of St Mary's Avenue and Overton Drive behind metal railings at the northern edge of its walled churchyard. It is the first part of the Park both visible and accessible to visitors arriving from Wanstead underground station.

Despite its prominence in the surrounding suburban townscape, visitors are largely unaware of its significance to the historic Wanstead estate or its links with the current Wanstead Park.

The adjacent entrance to the Snaresbrook Cricket Club, Linkside Tennis Club, and The Warren Clay Court Tennis Club is cluttered with signage and unsightly fencing. The churchyard itself contains numerous monuments, and has a quiet, lightly managed and semi-natural character to it, with mown and unsurfaced paths running between monuments and under mature trees. All routes are internal to the churchyard and there is no physical link to the rest of the Park, although views are possible over the churchyard wall and into the Golf Course to the Mansion site.

Solutions

St Mary's Church should be promoted as an arrival and orientation point for Park visitors, signposting the way to the park entrance.

The clutter of signage and fencing styles should be rationalised and replaced to illustrate the unified landscape of the Park (and to improve the setting of the listed church and gates and the Conservation Area). New signage should include clear wayfinding to the entrances of the public park.

Wanstead for all

1O. Improve connections with St Mary's Church:

Improve churchyard entrance on Overton Drive to improve wayfinding to, and interpretation of the historic landscape.



Figure 35 - Parkland Plan: Bush Wood / Bush Wood Flats / Bush Wood North

18.0 Bush Wood / 19.0 Bush Wood Flats / 20. Bush Wood North

Issues

Bush Wood is an Ancient Woodland with the main Evelyn Avenue planted between 1667- 1715, a number of subsidiary avenues and open grassy areas. Bush Wood Flats and Bush Wood North (otherwise know as Wanstead Flats) form a significant part of the acid grassland habitat within Epping Forest, to the north and south of Bush Wood. Grazing occurred on the Flats until 1996, and its condition is said to have deteriorated since grazing ceased, and no other form of cutting takes place. It was reported (Conservation Statement) to support the largest populations of skylarks in London, however.

The area has been managed for its natural aspect, consisting of open areas which are cut as well as woodland, but also contains significant heritage features in the form of Evelyn's Avenue and veteran trees. The understorey in Evelyn's Avenue is encroaching into it, and competing with the veteran trees.

Solutions

Continue to manage the vegetation and veteran trees, in accordance with good practice, clearing the encroaching understorey vegetation from Evelyn's Avenue.
The entrances and paths should be improved in line with others, interpreted to signify entrance into the wider Wanstead Parklands. Improvements to the main entrances should be prioritised.

Wanstead for all

1L. Improve all main entrances to Park:
Selectively clear vegetation to open up views, and clear the understorey from Evelyn's Avenue; introduce new/improved signage and interpretation; improve surfacing.

Longer term priorities

2E. Improve all remaining entrances to Park:
Selectively clear vegetation to open up views; introduce limited or secondary new/improved signage and interpretation; improve surfacing at entrances.

Look at extending open grassed areas.

Consider reintroducing grazing to manage the grassed areas.

2M. Management of Bush Wood:
Manage vegetation along rides in Bush Wood to open up views along former quincunx avenues – a five pointed geometric pattern of tree planting.

3E. Improve paths and access within Park:
Improve paths within Bush Woods

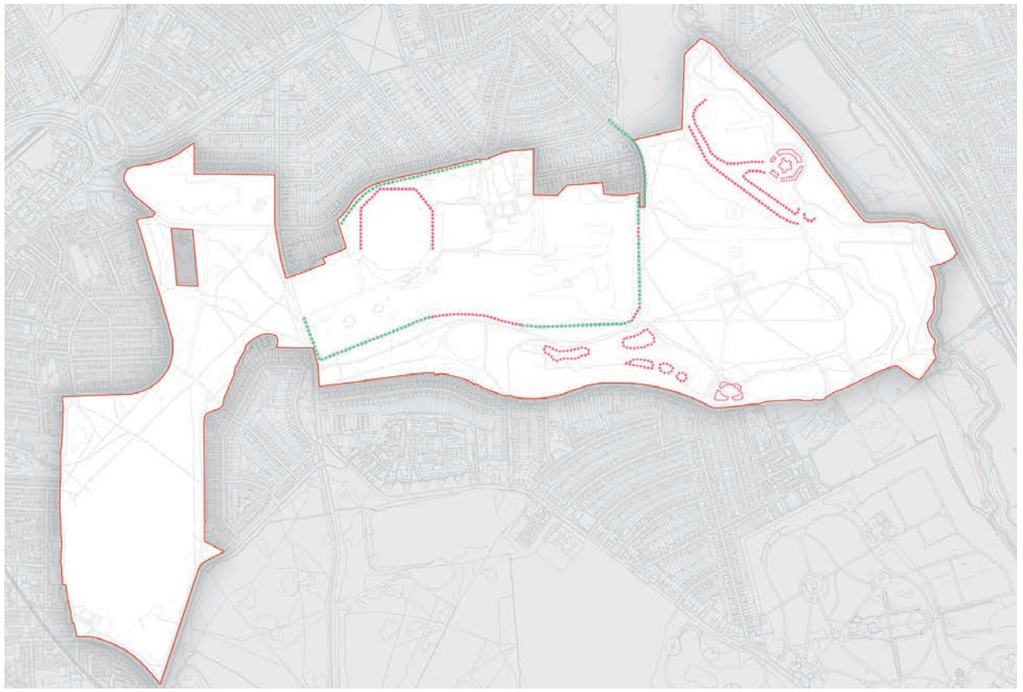


Figure 36 - Parkland Plan: Boundaries



Duplicate fencelines in places could be rationalised



Example of more permeable 'see through' fencing used in sports grounds



Example of where fencing can be rationalised to increase intervisibility between golf course and the park, an important issue to address to take the park of the h.a.r. Register.

Boundaries & Water Edging

Issues

In 1890-92, an oak fence was erected around the public park. This was replaced in the 1950s with a concrete paled fence. The golf course was similarly enclosed in concrete fencing.

Over the years, sections of the concrete fence has required replacement. In many places, this has been achieved with metal palisade security fencing or other forms of metal railing. In places around the public park, the City has used timber infill to replace concrete uprights.

The concrete fence is coming to the end of its designed life and will need to be replaced extensively in the longer term. In many places layers of different fencing have been erected over and adjacent to one another, effectively creating a dense barrier of multiple fencing types which impedes views between different areas of the historic landscape, and creates a neglected feel.

Many of the edgings to the designed water features are in need of renewal to define these designed features. These are discussed in more detail in the waterscapes sections.

Solutions

Install more 'see through' mesh fencing between the Golf Club and Park, to allow a greater amount of intervisibility between different sections of the registered landscape.

In the longer term, the outer boundary fencing type needs to be agreed, to replace the concrete fencing, and consideration of oak timber fencing pales could be an option, as used to infill some of the panels currently.

Wanstead for all

1G. Open up other views between the Park and Golf Course:
Selectively clear vegetation along sections of park/golf course boundary and introduce 'see-through' fencing to particular sections as shown on the Priority Projects plan, to allow some intervisibility between different park ownerships. (refer also to 'boundaries' section)

Longer term priorities

2H. Improvements to boundaries:
Remove or replace boundary fencing / railings as they come to the end of their design life, using designs appropriate for the character and appearance of the landscape.

2J. Improving internal views: remove redundant fencing; thinning and managing vegetation along boundaries

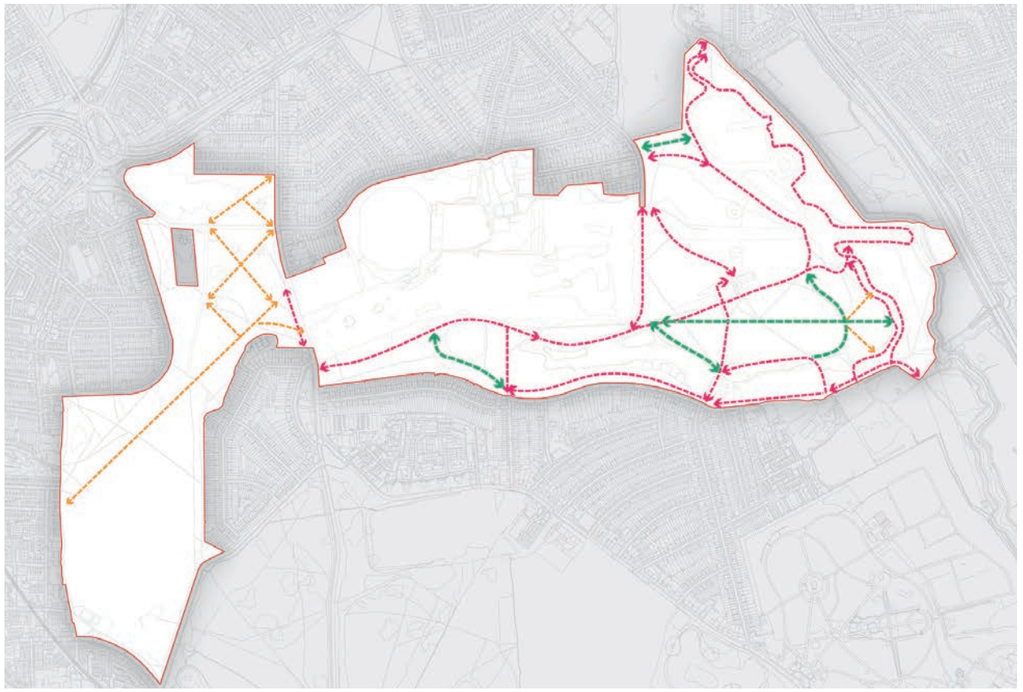


Figure 37 - Parkland Plan: Paths and Surfaces



Paths and signage suitable for consideration in informal landscape



Path improvements would combat the erosion and damage currently occurring to the landscape at Wanstead

Paths, Surfaces and Seating

Issues - Paths:
Paths are generally poor throughout, and look to be the subject of patching on an ad-hoc basis.
Due to the extent of paths the cost of addressing all of these is prohibitive as one project, and therefore proposals have been developed to be implemented in phases as described on the plan opposite, which correspond to the priorities in the boxes below.

Issues - Seating:
The park lacks seating overall and this makes it less inviting for some people to visit. Seating which does exist is of varying standards and types.

Solutions - Paths
Due to the extent of paths the priorities of which to address first has been subject to prioritisation in the workshops and meetings culminating in this strategy for path improvements.

The Priority Project paths seek to connect the main Park Hub, and the Temple, with the key historic features, and create the main east - west and north south routes. Additionally a route which skirts the edge of the Golf Club seeks to connect that part of the registered landscape and the Church with the park.

Solutions - Seating
Simple timber plank and tree trunk type seating in the more informal woodland areas is appropriate and cost effective, but still in short supply. A uniform, park type seat style should be agreed for the rest of the park and a strategy agreed in the next phase of planning at a development phase of an NLHF application. This must be accompanied with a plan showing agreed locations to ensure coordinated placement of benches, in appropriate locations. This plan can be used to inform the public of locations they may want to sponsor, together with the wording limit and type to ensure it is acceptable to the City

Wanstead for all

Longer term priorities

1K. Improve paths and access within Park:
Improve main routes from entrances to Temple and Grotto; adjust levels around Tea Hut to enable removal of access ramp;

Devise a seating plan and design guide, to indicate locations for seating along all paths at strategic locations and key views.

An adopt a bench or memorial bench scheme can be developed to raise funds and improve seating provision throughout, and should be developed as part of detailed plans and any application to NLHF

Re-instate former bridge across Ornamental Water at the Grotto, as part of an NLHF funding application.

Refer also to earlier sections for specific character areas.

2D. Improve paths and access within Park:
Around The Plain (resurface in Coxwell type gravel) and along both sides of the Ornamental Water from the Grotto to the Amphitheatre and Fortifications (push back woodland edge to establish grass on both sides of path and resurface in gravel).

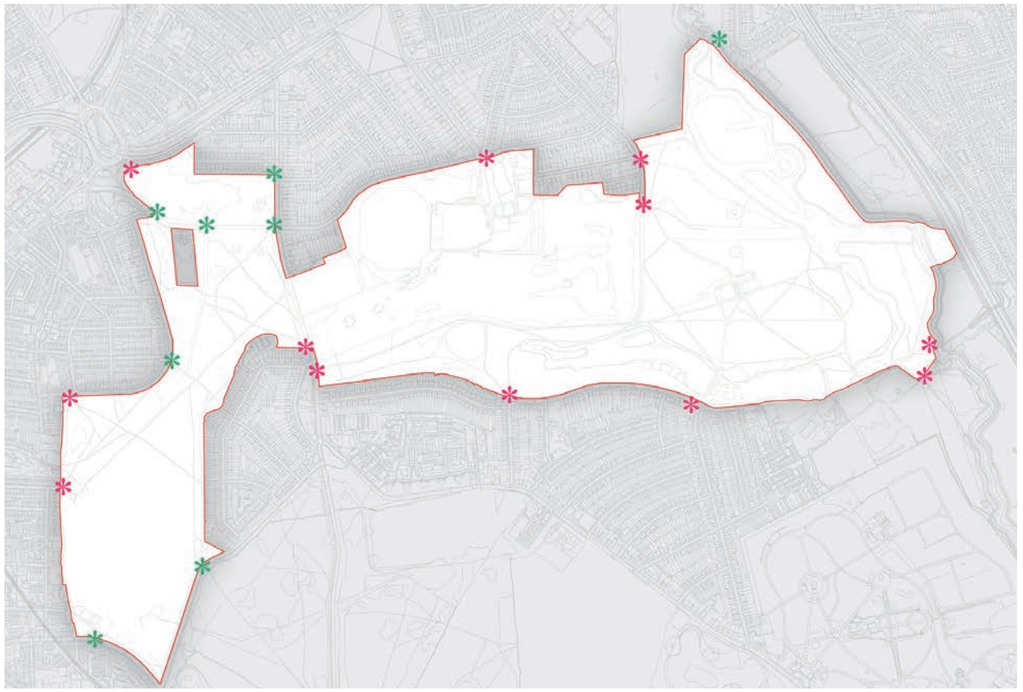
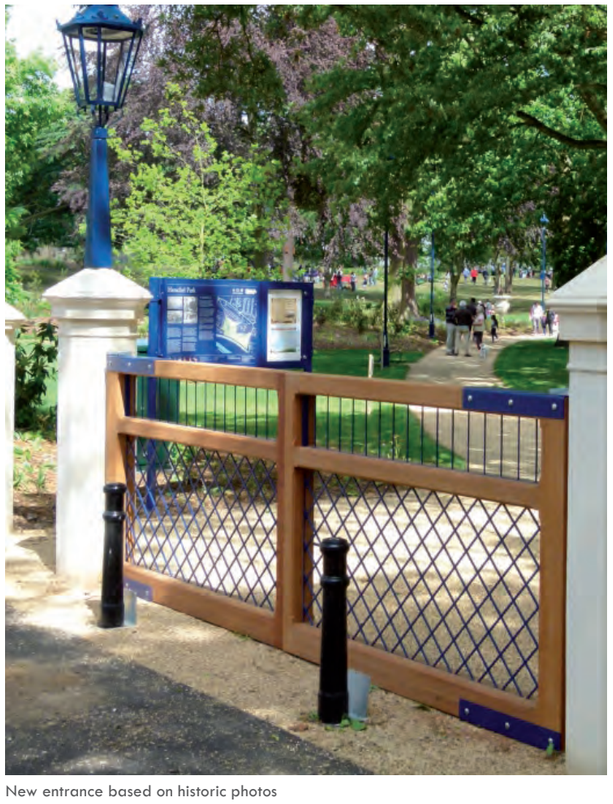


Figure 39 - Parkland Plan: Main Entrances in pink, secondary in green



Transition entrance between formal and informal area



New entrance based on historic photos

Entrances

Issues

Entrances to the park are generally poor throughout. Main entrances have the traditional City of London signage which enables temporary notices to be erected, but in many locations other sign panels

Solutions

Key entrances highlighted for improvements are shown in the plan opposite, colour coded according to priority and refer to corresponding boxes below.

An overall palette of entrance components should be drawn up, based on their location and hierarchy, i.e. Main Entrances, Secondary Entrances and Tertiary or incidental entrance. These palettes should show signage types based on entrance hierarchy, bench types, interpretation, bins etc, and give a typical layout, which can then be adapted for each entrance, based on the specifics of each entrance location.

Wanstead for all

1L. Improve all main entrances to Park:
Selectively clear vegetation to open up views; introduce new/improved main entrance signage and interpretation; improve surfacing. Provide benches and information (permanent and temporary) at entrances to aid wayfinding.

Longer term priorities

2E. Improve all main entrances to Park:
Selectively clear vegetation to open up views; introduce new/improved secondary signage and wayfinding; improve surfacing

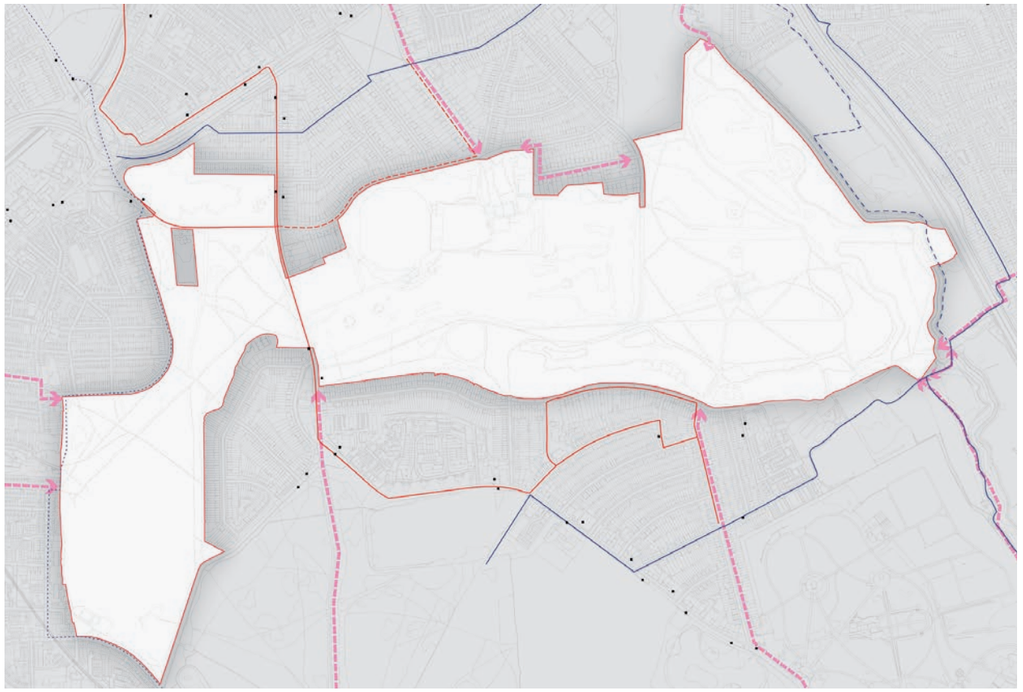
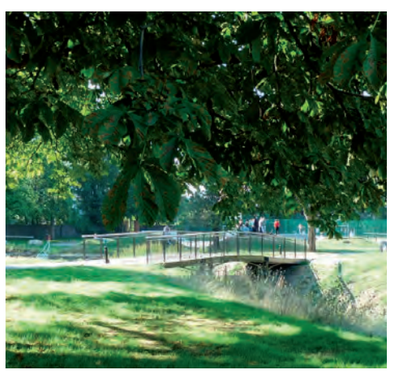


Figure 40 - Parkland Plan: Connectivity



Approach to the temple



New, inexpensive, low key bridge over the river Wandle, Croydon



Clearly signed connections and path design help combat erosion

Connectivity

Issues

The Park is accessed by most visitors at the public park and Wanstead Flats. The public park and Wanstead Flats are accessed via a number of formal entrances, with parking provision at the Warren Road entrance and on surrounding residential streets. The River Roding and Ornamental Water are significant barriers to access into and through the Park.

The public park is crossed by formal paths from the entrances to the Temple and Boathouse Grotto and around The Plain and the various water bodies, as well as a network of informal routes through woodland and across grassland. Sections of these paths are in poor condition and the resulting deviations result in damage to surrounding grassland and woodland habitat. Bush Woods are more permeable with a number of strategic and incidental entrances. Wayfinding from nearby stations and public transport is generally poor. The Mansion site and core of the historic landscape lie within land owned by Wanstead Sports Ground Ltd, with restricted public access. St Mary's Church sits prominently at the junction of St Mart's Avenue and Overton Drive on the main approach to the public park from Wanstead underground station, but it is surrounded by Wanstead Sports Ground and is isolated within the historic landscape.

The Partners should improve the condition and accessibility of all major routes into the public park and Wanstead Flats. They should establish publicly accessible routes connecting the parts of the landscape under separate ownership, particularly those which establish a circular route linking St Mary's Church and Wanstead Sports Ground with the public park and Wanstead Flats.

Solutions

The Partners should improve the condition and accessibility of all major routes into the public park and Wanstead Flats. They should establish publicly accessible routes connecting the parts of the landscape under separate ownership, particularly those which establish a circular route linking St Mary's Church and Wanstead Sports Ground with the public park and Wanstead Flats.

Wayfinding and directional signage from public transport stations/stops should be initiated. Connectivity with wider green infrastructure links such as Roding Valley Way ('Riding the Roding' - a Redbridge initiative, supported by the FoWP) that has recently been successful in securing funding, should be pursued.

Wanstead for all

1P. Improve connectivity with surrounding areas:

- From Wanstead Golf Club to Warren Road entrance
- To/from Wanstead Underground station
- To/from Leytonstone Underground & Leytonstone High Road Overground station
- To/from Wanstead Park Overground station
- To/from Manor Park station
- To/from Ilford and areas west of the River Roding, incl. Coronation Bridge
- Investigate potential connections to Roding Valley Way cycle route

1U. Investigate potential connections with Redbridge Underground station via Eastern Avenue Pumping Station, with new bridge over River Roding and potential parking

Longer term priorities

2G. Improve access and wayfinding from surrounding areas:

- Introduce connections to Roding Valley Way and Quietway cycle routes
- Introduce links via Eastern Avenue Pumping Station

Costs for Priority Projects as 3 Separate Themed Work Packages.

Rev E: fianl version issued with PP Appendix 4.9.19

The three columns below represent the costs of separate priority projects which could be grouped according to the column headings. A future funding bid may comprise items from more than one column.

Individual Priority Projects, AS NUMBERED IN THE PRIORITIES PLAN (PINK) ON PAGE 52	Wanstead for All - (Potential NLHF Bid)	Sustainable and Resilient Waterscape (Future work related to Reservoir Act. Flood Risk Alleviation)	Maintaining our Asset - Improving Access, Management and Maintenance (CoL)	
	Cost per item	Cost per item	Cost per item	
1a. Update the Parkland Plan & Conservation Plan for Wanstead: Continue the dialogue for management and conservation/restoration of Wanstead Park with the Environment Agency (E.A.)and the four landowners – City of London; Wanstead Sports Grounds Association; Wanstead Parish and the London Borough of Redbridge (with tenants). Refine plan for funding application, to LI stage 2.	£50,000.00	£100,000.00		Continual updates to the plan and management of the process - Staff time allowance only, plus consultant Landscape Arch/Arch for plans to support a bid.
1B. Water catchment management & Surveys: and test project (50k) and pumping from roding (100k). Plus abstraction licence & drainage improvements within the park	£240,000.00	£240,000.00		Amended to incl. test/ pilot project in Wanst For All. Allow to undertake surveys, proposals and scope out proposed water management, as well as carry out SW drainage to ponds as per Jubilee Pond, using costings from that. Include the 100k for pumping from Roding in Wanst for all.
1c. Heronry Pond: Biodiversity Improvements after the Large Raised Reservoir Works - re-form banks to create reedbeds extensions to the islands, introduce new wetland and marginal habitats along the banks. Sustainable Waterscape Works - EA requirement works likely to include dams structural works, spillways, leak management, improving biodiversity, aeration. Cost to be confirmed once EA confirms requirements	£100,000.00	£10,000,000.00		Bioidiversity gains in addition to long term Reservoirs Act project to be undertaken by CoL to include relining Heronry.
1d. Create a visitor hub at the Temple: Retrofit and minor extension to make accessible for all, by access to rear of building as a visitor facility, with small café and community uses; restore former pond and introduce new planting to re-create former Menagerie garden / cafe setting. Cost for Temple Cafe garden. Childrens play in the space to the east of the garden space, shown & costed at 1V.	£540,000.00	--		An architect has carried out a study to help define the brief. CoL needs to confirm the business case to progress the Temple Hub works, incl. the Cottage buildings. Their current space planning shows 200m2 in the existing temple (refurb as wedding/education), and 145-255m2 in a new build to replace Keepers Cottage, to be developed as a cafe, toilets, offices. So total based on 200m2 refurb at £2000/m2 (£400k) + newbuild lift and toilets at 40m2 @ £3,500/m2(140k) for Temple. Total Temple = £540k. Keepers Cottage say 250m2 newbuild at £4000/m2 = £1mk. **Total for new build keepers + refurb Temple = £1.54m**
New Build café or refurb + newbuild element. 250m2 newbuild at £4,000/m2 = £1m.	£1,000,000.00			**£1m newbuild for New Keepers Cottage Visitor Facility**
1e. Conserve the Grotto: Consolidate remains and make accessible as a ruin, and introduce new planting to improve setting. Take off the Heritage at risk register.	£500,000.00			Keep in Wanstead for all. Costs from 2019 Conservation Plan
1f. Reveal Vista along long walk: Restore view between Golf Club (ideally Mansion site) and The Canal; clear vegetation along park/golf course boundary and introduce a more 'see -through' type of mesh fencing at strategice view to allow more inter-visibility.	£30,000.00		£25,000	inc £30,000 for 100m mesh fence between park and golf course. Agreed to put veg clearance into CoL work package, at 25K, Lft crowns create neat graded woodland edge, with wildflower and neatly mown margin to give definition to the Long Walk Axis.
1g. Open up other views between the Park and Golf Course: Selectively clear vegetation along sections of the Park and Golf Course boundary and introduce new 'see-through' fencing to allow inter-visibility.		--	£15,000	3 wks with team of 5k week = £15k. NB: fencing included in 100m stretch in item above
1h. Reveal and improve interpretation and occasional (by permission) access to the Mansion Site: Introduce interpretation; selectively clear vegetation to open up views. Discuss limited access to the Mansion site on special event days (eg Open Gardens Squares Weekend).	£30,000.00	--		Include in interpretation boards/booklet, and Activity, eg open days for Open House and Open Gardens W/E, but no physical works on WSGL land
1i. Reveal North Mount (Warren Wood) and South Mount (Chalet Wood): Selectively clear vegetation to reveal form and shape of designed earthworks in Chalet Wood and Warren Wood; carry out archaeological investigation, restore profile (as necessary) and improve accessibility.	£40,000.00	--	£5,000	15k plus volunteer time for clearance, £20k for spiral path in Wanstead for all.
1j. Reveal The Fortification: Selectively clear vegetation from the edges of the islands and clear egdes to reveal shape of designed islands within Ornamental Water; carry out archaeological investigation and restore profile (as necessary); ensure work maintains & improves habitat value. Allowance on top of any EA works to provide added benefit, through definition of the Fortifications only	£80,000.00	TBC		Increased from £57k to £80k, to give dfinition to the Fortification edges. Important to do something to reveal historic character / definition and to define edge and re-vegetate with ground cover to improve biodiversity and setting.
1k. Improve Paths and Access within the park: Improve main routes as shown on Wanstead for All plans. Also carpaking along Warren Rd entrance in reinforced grass (20 spaces only costed)	£616,440.00	--		Some at coxwell gravel @ £40/m2, Others maybe lower spec, tbc and to be suited to paths most in need and to create heirarchy of path accessibility ranges. to discuss with Steering Group. Based on SP/GS discussions and measurements carried out, and as shown on plan.
1l. Improve Entrances to the Park: Clear vegetation to open up views; introduce new and improved signage, seating and interpretation; improve path surfaces	£256,500.00	--		Key to Wanstead for all, for access improvements
1N. Reveal Great 'Amphitheatre': Selectively clear vegetation and lift tree canopies to reveal the form and extent of the earthwork in Warren Wood; manage as an open glade within the woodland.	£25,000.00	--	£5,000.00	Wanstead for all - plus ongoing maintenance, also a possible volunteer project
1O. Improve wayfinding / interpretation at St Mary's Church: At the churchyard entrance on Overton Drive with improved wayfinding to park, and this as the first part of interpretation of the historic landscape.	£10,000.00	--		Interpretation, only at £10k.
1P. Improve access and wayfinding from surroundings, in conjunction with partners, (Sustrans, LAs, EA, etc):	45,000	--		Keep in Wanstead for all - key to access improvements
1Q. Improve the views & use of the historic water bodies: Selectively clear vegetation to open up views and access to water; Trial boating as part of the project.	£10,000.00		10,000	View improvements split between maintenance and capital.
1r. Reveal islands in Perch Pond: Selectively clear vegetation and dredge and clear channels to create shape of designed islands; carry out archaeological investigation and restore profile (as necessary); to improve habitat value. On top of EA works		46,600		Continue existing project for Waterscape as part of LRR works. Highly visible entrance and can interpret cascade, lots of work to clear emergent woodland, desilt, put silt into heronry to create reeded and enlarged island to improve biodiversity. Pilot project.

[1] Costs based on Huntley Cartwright (Quantity Surveyors) cost estimates 2014 plus allowance for inflation, and modified with City of London cost estimates based on recent works, and LDA Design costs for some similar items.

Appendix 1 Cost breakdown

1S. Management of The Plain: Manage central, western area for recreation, and eastern area for nature conservation (inc anthills), including selective removal of encroaching trees and scrub to enhance the acid grassland habitat. Allowance for replanting oak union jack.	£5,000.00	--	£10,000	keep in Wanstead for all plus ongoing management to keep clear and usable for Activities
1t. Conserve Veteran Trees: carry out management & maintenance in accordance with Lear report (reduce competition of vet trees)		--	£10,000.00	10k, & ongoing volunteer projects
1U. Improve Links with, & Bridge over the River Roding: Selectively clear vegetation to open up views and access to the river, Investigate, scoping and possibly install bridge over at Pumping Stn (if confirmed with Thames Water)	£90,000.00	£10,000.00		Moved to Wanst. For all, as key access. Upped to 90k - For Bridge over River to Pump Stn. To be investigated with TW or whoever the landowner is here.
1V. Introduce children's play: appropriate to the historic environment, as part fo the Temple garden works. Work with the London Borough of Redbridge and stakeholders to introduce children's play appropriate for historic landscape.	£400,000.00			One natural play area to east of Temple garden.
1W. Bridges: Install new historically sympathetic bridge across Ornamental Water. New timber, 25m span footbridge over and Repair Coronation Bridge	£150,000.00			
Total capital costs for each work package (inc. overheads, not inc fees)	£4,172,940.00	£10,350,000.00	£80,000.00	
Contingency at 10%	£417,294.00			
Fees INCL planning, listed building, Architects, engineers, etc. at 18%	£826,242.12			
ACTIVITY COSTS AT SAY 12% OF TOTAL BUILD BUDGET	£500,752.80			
Inflation @ 3% per year (2 yrs shown)	£355,033.74			
TOTAL ANTICIPATED HLF PROJECT	£6,272,262.66			

FOOTPATH CALCULATIONS SHOWN HERE

1k TOTAL path costs calculated by length/width and broken down per path - as SP/GS phone con, GS costs - COMPLETED & as shown on plan (pink dashed line)	Lin m	cost per lin m (@ width shown) ie £40/m2 - rates for path upgrades	total	
1. Entrance to Blake Hall Rd to Heronry @ 680 lin m x £40/lin m (3m width path) =	680	£120.00	£81,600.00	
2. Park Rd path going north to E-W path (Blake Hall Rd to Heronry)	103	£120.00	£12,360.00	
3. South of heronry 3m wide	744	£120.00		
4. Resurface Heronry west to Temple	350	£120.00	£42,000.00	
5. Resurface Warren Rd path to Lincoln Island	200	£120.00	£24,000.00	
6. Aound whole of ornamental water, from temple, going north across timber bridge, around canal, and to rejoin path at end of long walk. 2m wide only	2505	£80.00	£200,400.00	TO the COMPLETE ROUTE ROUND ORN WATER, FROM TEMPLE, SAY, to AID DISCUSSION AND CREATE A CIRCULAR ROUTE.
7. Warren Dr to Temple. 2m wide	372	£80.00	£29,760.00	upgrade existing
8. From Coronation Br north to Canal. 2m	360	£80.00	£28,800.00	upgrade existing
9. From Coronation Br west to Perch & back round Orn south. 2m	623	£80.00	£49,840.00	upgrade existing
10. South of Heronry from sw Orn. 2m	479	£80.00	£38,320.00	
11. North and east of Perch. 2m	384	£80.00	£30,720.00	
12. Between Perch and Heronry to Temple. 2m	407	£80.00	£32,560.00	
CARPARK - reinforced grass carparking 384m2 (20 cars)	384	£120.00	£46,080.00	
			£616,440.00	TOTAL

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Committee(s): Epping Forest Consultative: For information Epping Forest and Commons: For decision	**Date(s):** 23 10 2019 18 11 2019
Subject: Wanstead Park Permanent Orienteering Course (SEF 39/19b)	**Public**
Report of: Director of Open spaces	**Decision**
Report author: Geoff Sinclair – Head of Operations	

Summary

Orienteering is an outdoor sport designed to challenge mind and body as participants navigate between locations marked on specialist mapping. Orienteering events have been successfully organised in Epping Forest for over 40 years by local clubs, normally using temporary courses established for the specific event.

This report is necessary to consider the Chigwell and Epping Forest Orienteering Club's request for permission to undertake a joint initiative with the City of London Corporation to establish a permanent orienteering course at Wanstead Park. This would largely serve to introduce young people through schools and youth groups to orienteering and builds on recent City Bridge Trust supported work at Wanstead Park led by the Field Studies Council. The initial £500 and ongoing maintenance costs are relatively minimal and within the capacity of the Local Risk budget.

Recommendation(s)

Members are asked to:

- Consider any comments made by the Consultative Committee on the Wanstead Park Orienteering Course
- Approve option 2 to allow officers to work with the Chigwell and Epping Forest Orienteering Club to install a standard permanent orienteering course at Wanstead Park

Main Report

Background

1. Orienteering is an outdoor sport that takes place in woodlands, open countryside, urban city parks and streets. The participant's aim is to navigate between control points whose location are marked on a large-scale specially drawn topographical orienteering map.

2. Temporary markers are typically utilised to mark out orienteering courses for organised events. Increasingly, Permanent Orienteering Courses (POCs) are

being established by local clubs using specially installed permanent control points. The main benefit of these courses is that they allow individuals and groups, such as schools or scouts, to organise their own orienteering activities directly. The Chigwell & Epping Forest Orienteering Club (CHIG) has established five POCs in the wider Epping Forest area, but not in Epping Forest itself.

3. Wanstead Park and Wanstead Flats, with the permission of the Conservators, have been mapped and used for orienteering events by CHIG for over 40 years (Appendix 2). Across Epping Forest since 2014 there have been 30 licensed organised orienteering events, with CHIG responsible for 17 of these events

Current Position

4. With financial support from the City Bridge Trust, the Field Studies Council are delivering sessions introducing orienteering to young people at Wanstead Park across the Autumn of 2019. These will require the establishment of a temporary orienteering course being marked out by representatives from CHIG.

5. At Hampstead Heath, the City Corporation established a POC around 30 years ago. This course makes use of Smartphone technology to allow users, via the MOBO App, to download a map, record their progress using Quick Response (QR) codes on the control points and to measure personal performance undertaking the course. The course also allows for conventional use without reliance on a Smartphone application.

6. CHIG have approached the City Corporation with a proposal for a joint initiative to install a POC at Wanstead Park (Appendix one). A map of the proposed course and control point locations is given on page 9 of Appendix 1. CHIG considers Wanstead Park to be particularly suited to a POC for new and young participants: it is an enclosed site with no roads to cross and has a range of features to make it an interesting and varied course.

Options

7. Three options are presented for consideration by your committee:

   Option 1: Not to progress with creating a POC at Wanstead Park. This will result in no additional expenditure for the City Corporation. Community benefits from having a permanent facility will not be achieved, such as encouraging a healthy activity among young people and providing an engaging way for people to explore Wanstead Park more widely. **This option is not recommended.**

   Option 2: Work with CHIG to install a standard permanent orienteering course. This will not make use of smartphone technology but will provide a POC facility at a minimal cost of around £500 in materials plus staff time to install up to 20 posts. Should it be thought desirable to adopt Smartphone technology this can be relatively easily achieved in the future. **This option is recommended.**

Option 3: Work with CHIG to install a smartphone compatible permanent orienteering course. This is a slightly more costly option with additional ongoing costs to cover registration on the MOBO app and purchase of metal plaques for posts. It is a possible future improvement however at present **this option is not recommended**.

Proposals

8. Detailed actions, including a project costing for progressing Option 2, are given in Appendix 1. In outline it is proposed that the City Corporation supply and install the posts for the control points while CHIG supply the course specific materials and lead on the course design and promotion. Wherever possible existing infrastructure will be used rather than install new posts. The initial stock of maps will be supplied by CHIG with the distribution of maps and related publicity material being available at the Epping Forest visitor centres. On installing the course, it is proposed that a joint CHIG/COL launch event be held.

Corporate & Strategic Implications

Corporate Plan

9. Increasing opportunities for young people to visit a world class open space and take part in healthy activities contributes towards two outcomes in the Corporate Plan: *People enjoy good health and wellbeing* and *People have equal opportunities to enrich their lives and reach their full potential.*

Implications

10. **Financial** - An initial cost of £500 will be incurred by the City Corporation which can be met through the ground's maintenance budget under Local Risk. Ongoing costs will be the very occasional replacement of posts which is a weekly activity in the Forest and easily accommodated in existing work programs.

11. **Legal –** Subject to the provisions of the Epping Forest Act 1878 the Conservators are under a duty at all times to keep Epping Forest uninclosed and unbuilt on as an open space for the recreation and enjoyment of the public. They are also under a duty at all times, as far as possible, to preserve the natural aspect of the Forest.

12. The Epping Forest Act 1880 includes an additional power at section 5 to maintain *" ornamental inclosed lands"* which most probably reflects the City Corporation's purchase of Wanstead Park in 1880 and requires the Conservators to make proper provision for securing the enjoyment thereof by the public for exercise and recreation at all reasonable times during the day.

13. The proposal is considered to be consistent with the Conservators' statutory functions.

14. Epping Forest is a registered charity. Members are reminded that decisions they make in relation to the charity must be made in the best interests of the charity and within their powers (i.e. consistent with the charity's objects and powers).

15. **Equalities & diversity:** An initial screening exercise of the equality impact of this decision has been undertaken by the City Corporation. At this stage, it is considered that there are no negative impacts on the protected equality groups.

16. **Charity:** Epping Forest is a registered charity (number 232990). Charity Law obliges Members to ensure that the decisions they take in relation to the Charity must be taken in the best interests of the Charity.

17. **Consultative Committee:** The Committee was supportive of this proposal, echoing warm support from the Local Friends Group. Members also felt infrastructure that encouraged physical exercise was welcome, in addition to the ability to manage the impact on sensitive areas by carefully locating the scheme's control points.

Conclusion

18. Orienteering clubs have been successfully organising orienteering events at Wanstead Park and across Epping Forest for at least forty years.

19. The Chigwell and Epping Forest Orienteering Club have requested permission for a joint COL/CHIG initiative to establish a POC at Wanstead Park.

20. It is recommended that a standard POC be established with the option that if popular the POC may be upgraded to being Smartphone compliant, should circumstances in the future indicate the desirability to do so.

Appendices

Appendix 1 – Proposal to City of London Corporation for the Design and Implementation of a Permanent Orienteering Course in Wanstead Park

Appendix 2 - Orienteering Maps of Wanstead Park for 1974 to 2016

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CHIGWELL & EPPING FOREST ORIENTEERING CLUB

Proposal to City of London Corporation for the Design and Implementation of a Permanent Orienteering Course in Wanstead Park

14th July 2019

Prepared by Ray Weekes on behalf of Chigwell and Epping Forest Orienteering Club

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1. Background to Orienteering

Orienteering is an exciting and challenging outdoor sport that exercises mind and body. The aim is to navigate between control points marked on a large scale specially drawn orienteering map. Orienteering takes place in forests and woodlands, open countryside, urban city parks and streets.

The sport is open to everyone with courses for all ages and abilities. Courses are graded by ability so that people of any age can progress as they gain confidence in their map reading and navigation skills. Choosing your route between the control points is enjoyable. Participants can walk, jog or run and compare the time they take to complete the course with other people.

At a more advanced level orienteering is a highly competitive sport requiring fitness, speed and endurance as well as technical map reading skills.

1.1 Orienteering Maps

Orienteering maps are somewhat different to traditional maps such as those published by the Ordnance Survey. They are characterised by being:

- very large scale, typically 1:10,000 ratio
- very detailed, showing major and minor paths, water features, contours, and different types of vegetation
- in 5 colours to emphasis different features and vegetation cover

1.2 Schools Orienteering

Many schools practise orienteering, sometimes by having maps made of their school grounds. Orienteering can be an element of the National Curriculum in GCSE Physical Education. It can also be an ideal way to teach navigation for Duke of Edinburgh Award scheme expeditions. Schools can orienteer as an extra-curricular activity at special schools orienteering events. There is a *British Schools Orienteering Association* (BSOA) which co-ordinates activities and provides information. http://www.bsoa.org/

2. Chigwell and Epping Forest Orienteering Club (CHIG)

Chigwell and Epping Forest O.C. (CHIG) is the main orienteering club for NE London and SW Essex. www.chig.org.uk We have been established for over 50 years and currently have about 60 members of all ages and abilities. The club is affiliated to *British Orienteering* (BO), the UK governing body for the sport. www.britishorienteering.org.uk

The club holds orienteering events in places like Epping Forest and Hainault Forest, as well as local parks like Lee Valley and Harlow Town Park. Some events are aimed at beginners and those new to the sport while others also cater for more experienced orienteers. The club helps to promote the sport in various ways, one of which is through Permanent Orienteering Courses.

3. Permanent Orienteering Courses

On a permanent orienteering course (POC) fixed stakes mark the control points to be found. Each point is identified by a red and white plate affixed to some sort of permanent feature, usually a wooden post.

Anyone can pick up a map with the courses already marked and then go off in their own time. The main advantage of a permanent course is that there is no requirement for any organised activity. Individuals, or groups such as schools or scouts, can come along whenever they want. It's an ideal way to introduce children and adults alike to the sport, for teaching orienteering, or for training to improve existing orienteering skills.

There are a large number of permanent orienteering courses around the UK. CHIG has established 5 local POCs:

- Hainault Forest Country Park, near Chigwell Row

- Fairlop Waters Country Park, near Barkingside
- River Lee Country Park, between Waltham Abbey and Broxbourne
- Harlow Town Park, Essex
- Queen Elizabeth Olympic Park (QEOP) at Stratford

There are other POCs around London, including Hampstead Heath which is also run by the City of London Corporation.

Appendix A shows a copy of the Hainault Forest Permanent Orienteering Course with control points in red, and also showing a description of control positions and suggested courses.

Permanent Orienteering Courses are normally on land belonging to or administered by Forestry Commission, Woodland Trust, County Councils or Local Authorities etc. In most cases the same body will also administer and publicise the courses, usually selling map packs at visitor or information centres or local shops. Details of Permanent Orienteering Courses across the country are listed on the *British Orienteering* website, https://www.britishorienteering.org.uk/pocs and in some cases maps can be downloaded.

Here is a link to a short Utube video about Permanent Orienteering Courses:
https://youtu.be/JRUvSWiDgc8

4. Wanstead Park

Wanstead Park and Wanstead Flats have been mapped and used for orienteering events by CHIG for over 40 years. The earliest map of the park dates from 1975 and the most recent survey and mapping update was in 2016. See Appendix B. The area proposed to be used for the Permanent Course is Wanstead Park, but excluding Bush Wood.

Although Wanstead Park is relatively small compared to some other countryside parks, we feel that it would be suitable for a permanent orienteering course. It has both a formal and informal aspect, it has a path network, some small hills and various changes in vegetation/tree cover. All of which make for an interesting and varied area. Also, an orienteering course is one way of encouraging local people to explore the park and visit parts that they might otherwise ignore.

Being in an urban area it is an opportunity to make orienteering accessible to those who might not normally be able to travel to more outer London or rural areas. As an enclosed area it is relatively safe for those who might fear “getting lost”.

Other local parts of Epping Forest, such as Walthamstow and Highams Park, have been considered but at this time we feel that Wanstead offers the best opportunity as it’s a focal point for visitors and is a contiguous area not split-up by roads.

The club hopes to be working with the Field Studies Council on the introduction to orienteering sessions in Wanstead Park which are planned for October 2019 and which the City of London Corporation is grant funding.

5. Setting up a Permanent Orienteering Course

There are a number of steps involved in establishing a POC:
1. Cartography - surveying and mapping of the area.
2. Designing the Permanent Course by choosing and agreeing suitable control sites.
3. Procurement of control markers.
4. Identifying existing posts or acquiring new post with which to display control markers.
5. Installing posts and attaching the control markers.
6. Printing maps with control points marked.
7. Establishing a means to operate the course on an ongoing basis
8. Setting up some marketing and publicity for the new course.

These steps are described in more detail below:

5.1 Cartography

Since Wanstead Park has already been mapped then it will only require some small updating to reflect recent changes, such as to the path network and vegetation.

The mapping details are stored on a computer using specialised orienteering mapping software. It is anticipated that final map size will fit onto a single A4 sheet. The map scale will remain at 1:10,000. (i.e. one kilometre = ten centimetres on the map)

Copyright of the final map and ownership of the electronic data files holding the map details will remain with Chigwell and Epping Forest Orienteering Club (CHIG). This is because the map uses *Ordnance Survey* (OS) base data which requires copyright royalty fees. *British Orienteering* (BO) has a national agreement with OS whereby any orienteering map registered with BO is automatically covered for licence fees. But this is on the understanding that the map is only used for orienteering purposes and not for general public use. A record of the number of POC maps distributed needs to be recorded for annual return to OS.

5.2 Designing the Permanent Control Points

Choosing the best sites for the permanent course control points is an art and must take into account the different skill levels that might need to use the course. Our current design has 20 control sites which seems appropriate for an area the size of Wanstead Park. There will also be two start/finish points, one from Warren Road and one from Northumberland Avenue.

In choosing the sites we have specifically avoided the bluebell area as well as any features which might have environmental or historical considerations. The suggested sites are presented for approval as they may be other practical or safety reasons why some sites may not be appropriate. Conversely there may be some parts of the park where there is a need to encourage people to explore. Control sites can be adjusted to meet these needs. The proposed draft design is shown in appendix B.

In addition, a series of recommended courses (not shown here) will be designed for different skill levels by combining together different sites. Typically: Short Easy; Medium; Long Hard. Courses will mainly be focused on the path network.

5.3 Control Markers

Each control point is identified by a red & white metal (aluminium composite) plate, about 10cm square. This will display a number matching the number shown on the map, plus another alphabetic code which the participant can record to prove they have found the correct control.

CHIG have names of suppliers that manufacture control markers and have been used for other permanent courses. Our cost estimate from previous experience is expected to be about £8-£10 each with vandal proof fitting.

Some POCs now use control point markers with QR codes. A mobile phone can download a copy of the map and can read the QR codes using an app. Personal performance timing around the course may be uploaded to a central repository for comparison with others. Examples of courses using this style include the Queen Elizabeth Olympic Park and Hampstead Heath. Both use an app called MOBO (Mobile Orienteering). But this approach will have additional cost and revenue implications.

5.4 Control Posts

The control plates are usually attached to wooden posts, usually about 1 metre tall, or attached to some other permanent feature, like a wall, a fence or a building. There may be existing posts that can be reused, otherwise new posts will need to be acquired. The posts may have a concrete base to prevent vandalism.

There are various design approaches, depending upon aesthetic, cost and vandalism considerations. Appendix C shows a selection of posts used in other local POCs.

5.5 Installation of Posts & Plates

The permanent posts need to be installed and the orienteering plates attached with galvanised security screws. This is perhaps the most intensive and costly step in the whole process. Land owners typically choose to use either their own in-house resources or to sub-contract to outside agencies.

5.6 Printing Maps

Once the agreed control sites are installed then the final map art work can be updated with the position of the control points, ready for printing. There are a number of options concerning the final design of the map and the presentation of recommended courses. These can be discussed nearer the time. Also, at that stage a decision must be made as to how many maps to initially print, taking into account the expected distribution channels. Both the quantity and paper quality will have a bearing on final costs. The printed maps will cost approximately 50p each.

5.7 Managing the Course

A decision would need to be made as to where the map stock would be held and the distribution methods to be used. Ideally maps should be available for 'walk-in' sales to the general public. For Wanstead Park this might be from the 'Tea Hut/Kiosk' or from 'The Temple' when open. Other possible arrangements may be made with Wanstead Sports Centre or Wanstead library. There may also be an option to download maps from the *British Orienteering* POC website.

Specific groups may be identified as potential uses of the course, e.g. schools, youth groups, community groups, and they could be offered the opportunity to buy some maps in bulk.

Fees for map sales needs to be considered based upon financial costs and objectives. As a point of reference orienteering maps or map packs are commonly sold by some authorities to the general public for between £1 and £2. Others, such as QEOP, make them available free of charge.

5.8 Marketing and Publicity

Once the course is established then there should be some means to publicise its existence. This may take various forms, publicity leaflets, posters within the park, references on various websites. It will also be added to the *British Orienteering* POC website mentioned above, with details about where maps can be obtained and if they are downloadable.

5.9 Launch Event

It is envisaged that some sort of launch event would be held to publicise the event within the local area. CHIG will be able to offer help or support in setting up such an activity with orienteering instruction provided.

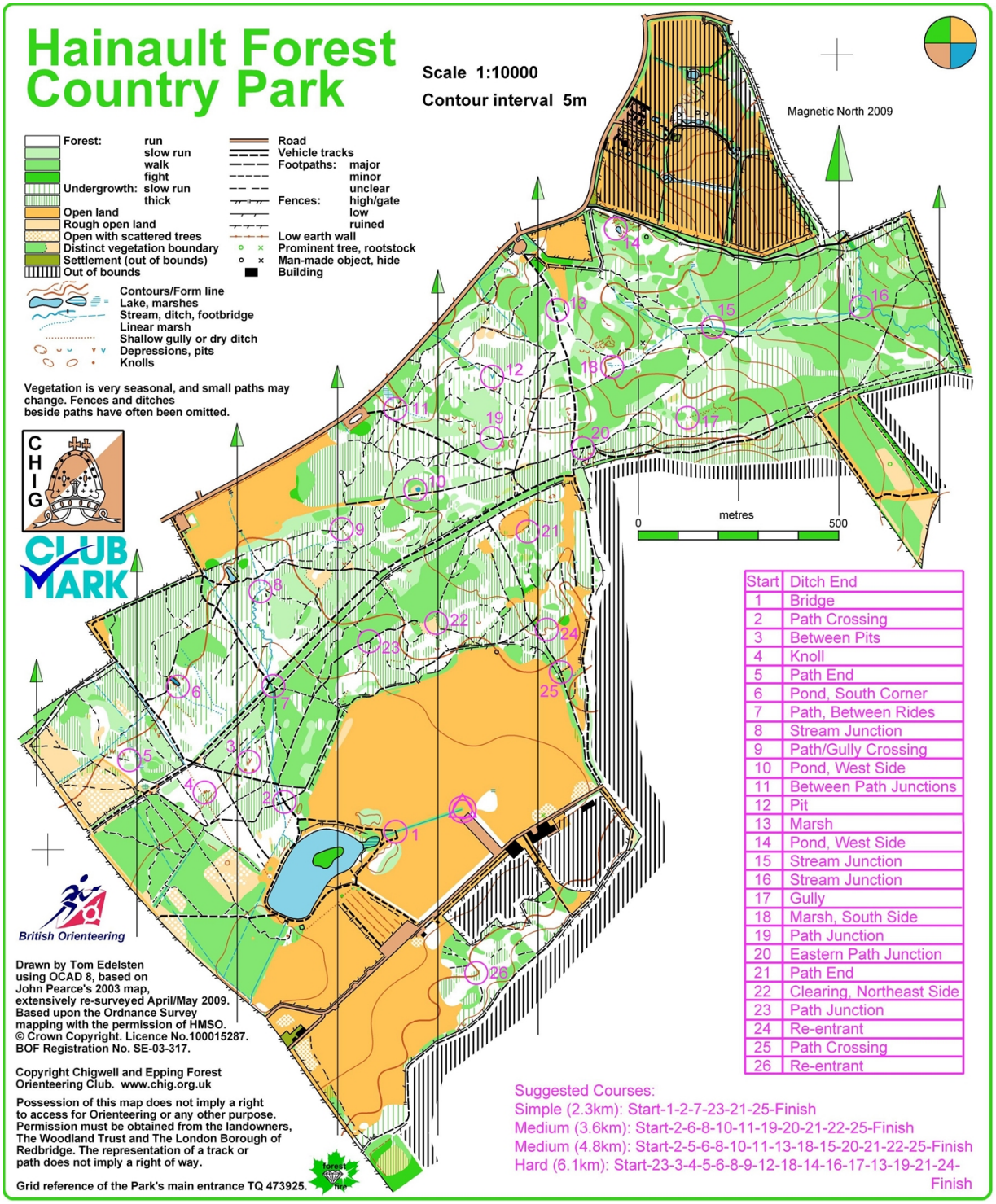
6. Estimated Costs

		<------- Cost ------->		
Task	**Action**	**Estimate**	**Responsibility**	**Comments**
Survey & Mapping	CHIG	£100	CHIG	Base map exists, just needs updating
Design of Control Points	CHIG			Draft design done
Agree position of Control Points	CoL			practical, environmental, safety issues
Agree design of post/plates	CHIG/CoL			
Purchase control plates	CHIG	£250	CHIG	22 x £10 + delivery + security screws
Procurement of Posts	CoL	£500		rough guess: 22 x £20 + delivery
Installation of Posts & Plates	tba	tba	tba	
Update map artwork for controls	CHIG	£50	CHIG	

Printing Maps	CHIG	£500	tba	1000 x 50p
Agree on map distribution	tba			
Agree/Produce publicity material	tba	tba	tba	
Launch event	CHIG/CoL			

7. Appendices

- A - Permanent Orienteering Course map of Hainault Country Park
- B – Draft Permanent Orienteering Course map of Wanstead Park
- C - Examples of posts and plates used in other permanent orienteering courses



Appendix A: Hainault Forest Country Park POC

Appendix B: Wanstead Park draft POC showing suggested control points



Plate on top of post



Plate on side of post



Start Post - Hainault



QEOP with QR code

Appendix C: Examples of Permanent Orienteering Course control points.

WANSTEAD PARK 1:10000

& BUSH WOOD

Surveyed 1974/75 by Peter Kay (Chigwell OC)

Redrawn by Neil Taylor ©

Some minor paths not shown

LEGEND

Road, Major Path, Path

Fence

Depression: Large, Small

Building, Ruin

Mound

Vegetation boundary

Earthbank, Embankment

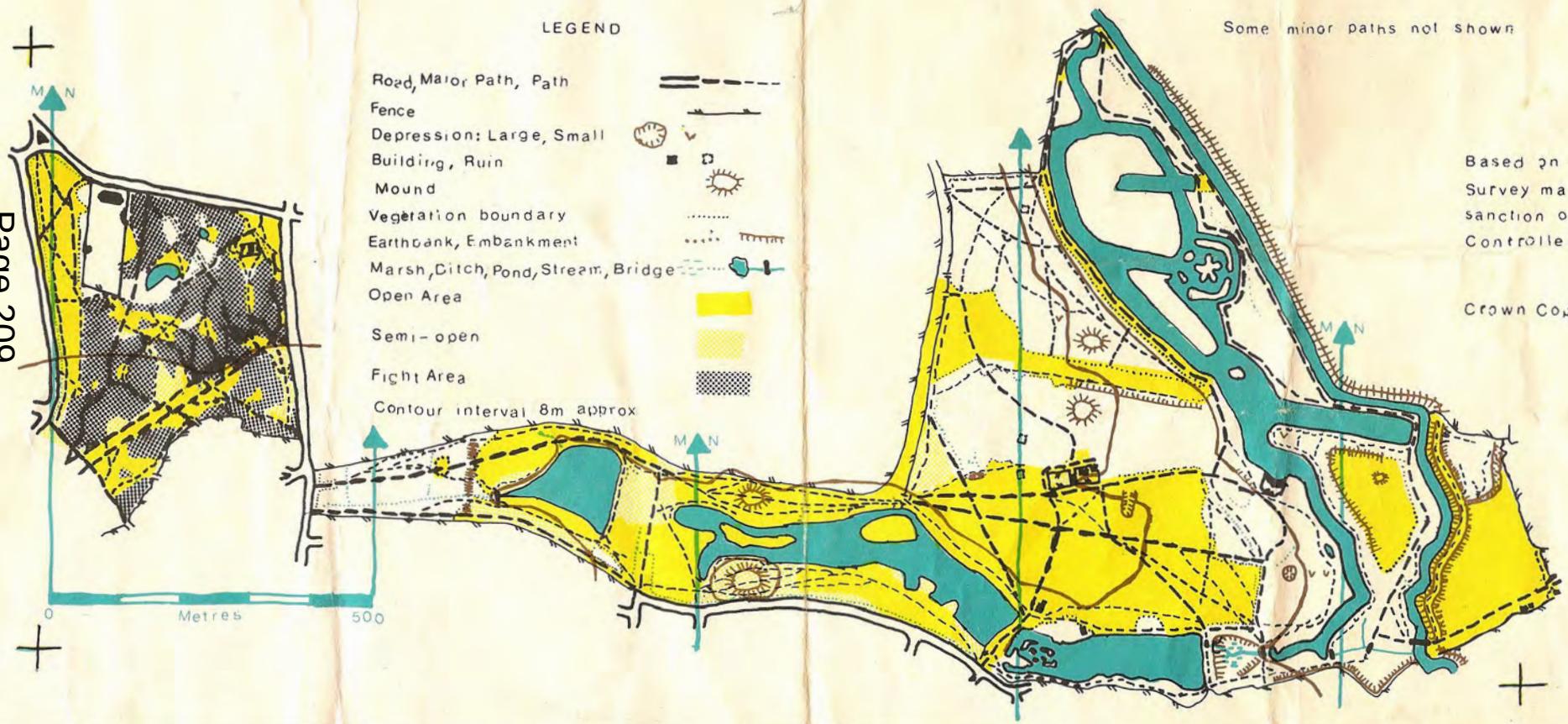
Marsh, Ditch, Pond, Stream, Bridge

Open Area

Semi-open

Fight Area

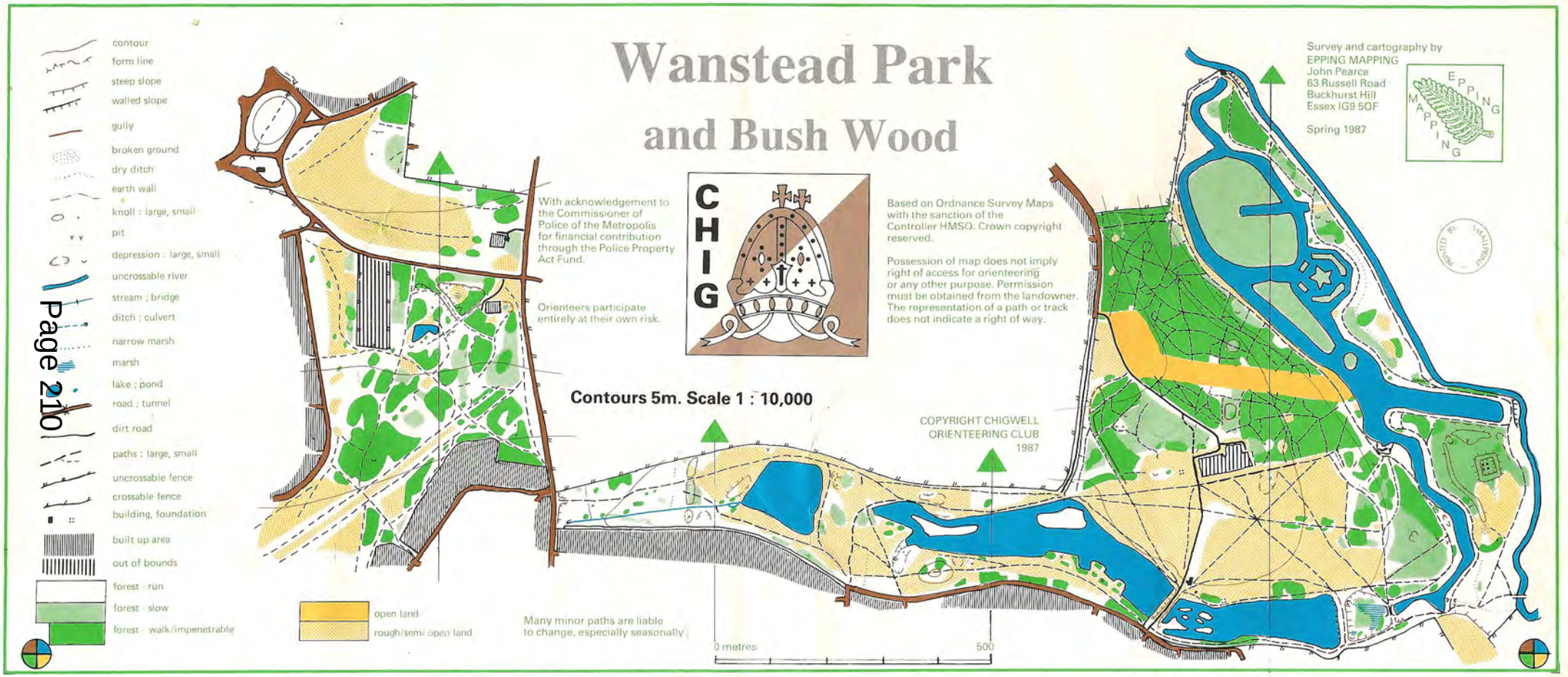
Contour interval 8m approx



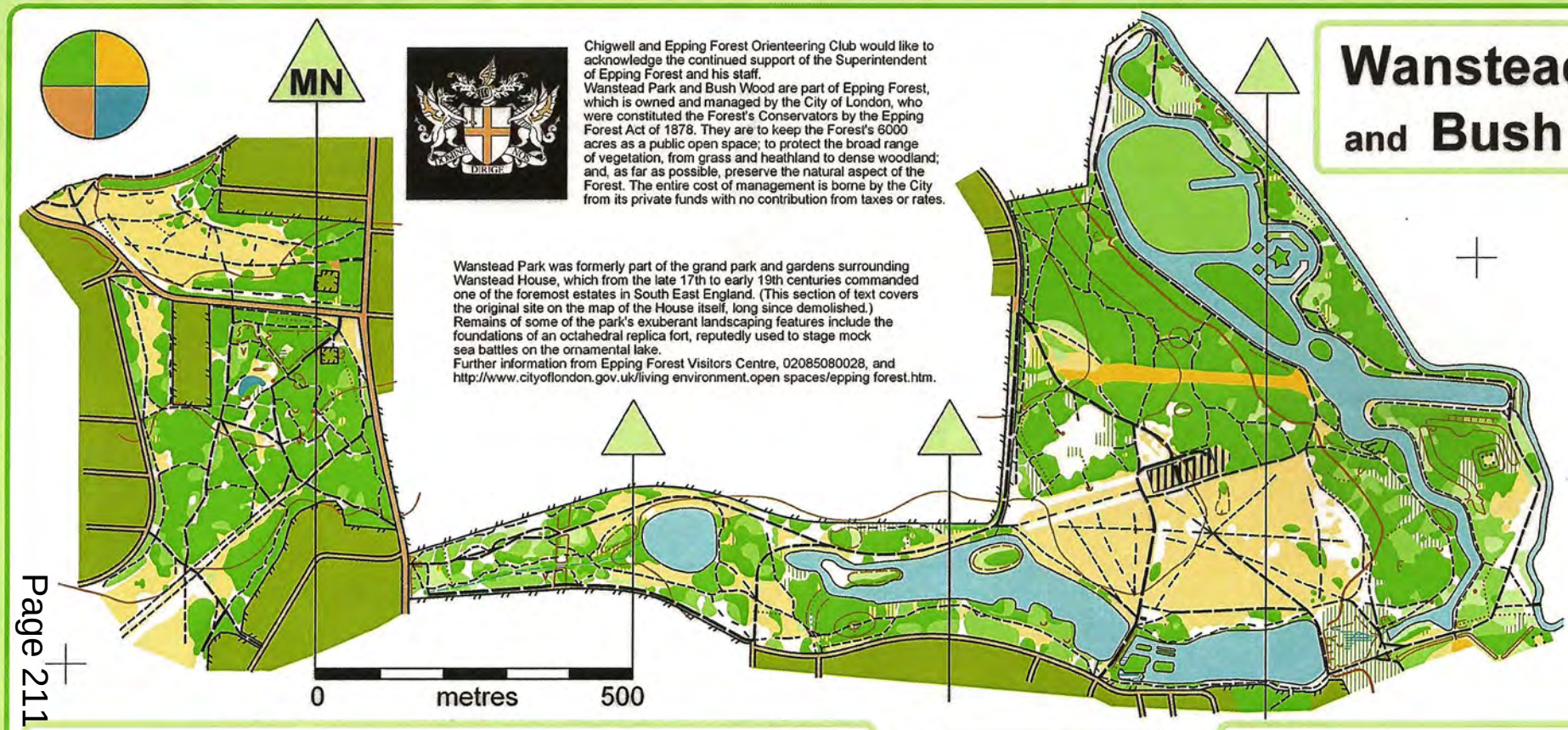
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Wanstead Park and Bush Wood



Wanstead Park and Bush Wood



Chigwell and Epping Forest Orienteering Club would like to acknowledge the continued support of the Superintendent of Epping Forest and his staff.
Wanstead Park and Bush Wood are part of Epping Forest, which is owned and managed by the City of London, who were constituted the Forest's Conservators by the Epping Forest Act of 1878. They are to keep the Forest's 6000 acres as a public open space; to protect the broad range of vegetation, from grass and heathland to dense woodland; and, as far as possible, preserve the natural aspect of the Forest. The entire cost of management is borne by the City from its private funds with no contribution from taxes or rates.

Wanstead Park was formerly part of the grand park and gardens surrounding Wanstead House, which from the late 17th to early 19th centuries commanded one of the foremost estates in South East England. (This section of text covers the original site on the map of the House itself, long since demolished.)
Remains of some of the park's exuberant landscaping features include the foundations of an octahedral replica fort, reputedly used to stage mock sea battles on the ornamental lake.
Further information from Epping Forest Visitors Centre, 02085080028, and http://www.cityoflondon.gov.uk/living environment.open spaces/epping forest.htm.

Legend

- major road, minor road
- vehicle track, large path
- path: small, indistinct
- fence: crossable, uncrossable, gap
- stone wall, tunnel
- building, pylon
- contours
- form line
- steep slope, earth wall
- knolls: large, small
- depressions: large, small
- pit, broken ground
- gully, dry ditch or small gully
- lake, pond
- uncrossable river, bridge
- ditch, narrow marsh
- marsh, uncrossable marsh

- forest: easy running
- forest: slow running
- forest: walk
- vegetation: impassable
- undergrowth: slow running
- undergrowth: walk
- open land
- rough open land
- settlement (out of bounds)
- parking area
- out of bounds

Many minor paths are not shown, especially on open land, where they are liable to change.
Much vegetation is seasonal.
Ditches and earthwalls beside roads are generally not shown.

CHIG

forest fire

Scale	**1:10 000**
Contour interval	**5m**
Survey Spring/Summer	**2007**
Magnetic North	**2007**

Copyright:	Chigwell and Epping Forest O.C.
Base:	O.S., Epping Mapping
Resurvey/Cartography:	Tom Edelsten
BOF map registration no.	SE-07-516

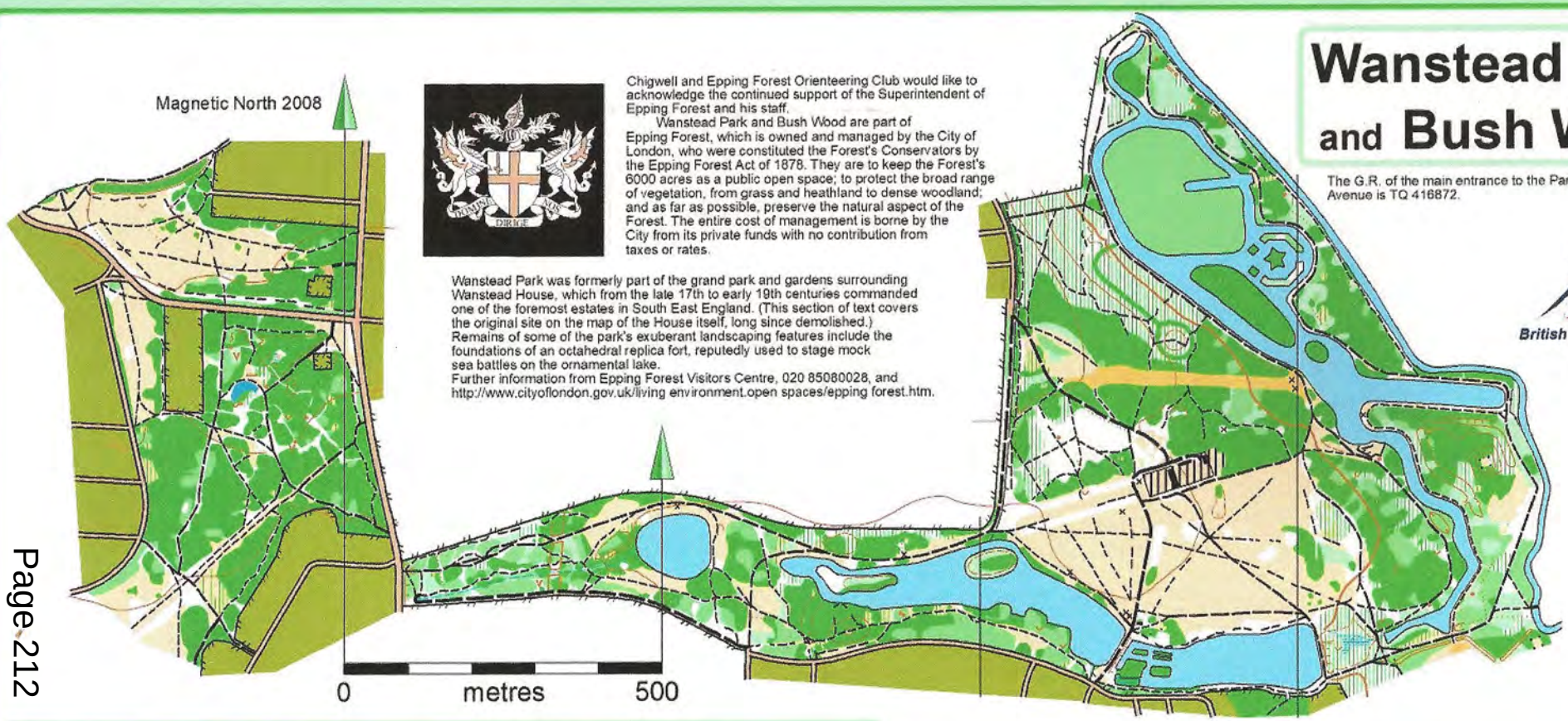
The G.R. of the entrance to the Park from Northumberland Avenue is TQ 416872.

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Note: Possession of this map does not imply a right of access for orienteering or for any other purpose. Permission must be obtained from the landowner.

The representation of a track or path does not indicate a right of way.

Wanstead Park and Bush Wood



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Further information from Epping Forest Visitors Centre, 020 85080028, and http://www.cityoflondon.gov.uk/living environment.open spaces/epping forest.htm.

The G.R. of the main entrance to the Park from Northumberland Avenue is TQ 416872.

British Orienteering

Legend

- major road, minor road
- vehicle track, large path
- path: small, indistinct
- fence: crossable, uncrossable, gap
- stone wall, tunnel
- building, pylon, seat/hide
- contours
- form line
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- pit, broken ground
- gully, dry ditch or small gully
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- parking area
- out of bounds

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Much vegetation is seasonal.
Ditches and earthwalls beside roads are generally not shown.

CHIG

CLUB MARK

forest fire

Scale 1:10 000
Contour interval 5m

Copyright: Chigwell and Epping Forest Orienteering Club, 2016.
Survey/Cartography by Tom Edelsten, Forest.Fire.TE@gmail.com
in 2007, updated in February 2016, based on a map by Epping Mapping.

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Event number 68539.

Note: Possession of this map does not imply a right of access for orienteering or for any other purpose. Permission must be obtained from the landowner.

The representation of a track or path does not indicate a right of way.

Committee(s):	Date(s):
Epping Forest Consultative: For Discussion Epping Forest and Commons: For Decision	23 10 2019 18 11 2019
Subject: Epping Forest Licence, Produce and Sports Charges (SEF 40/19b)	**Public**
Report of: Director of Open Spaces	**For Decision**
Report Author: Jacqueline Eggleston - Head of Visitor Services	

Summary

This report updates your Committee on the performance of charges levied for licensed activities, produce sales and formal sports in the last full financial year 2018/19.

In 2018/19 the licensing of activity on Forest land raised a total of £266,397 of which £188,473 was mixed regulatory licences, £37,284 was from fairs and circuses and £40,640 from photography and filming.

The sale of produce raised a total £15,348 while the licensing of Horse riding raised £10,276.

Charges for formal sports across 2018/19 raised a total of £379,176.59 with Association Football income in 2017/18 totalling £66,684.79 and earnings from Golf reaching £312,491.80.

Proposals are presented for a price increase of 2.6% in line either with the Retail Price Index figure (August 2019) or otherwise increased due to benchmarking and review in line with market competition.

Recommendations

Members are asked to:

- Note any comments by the Consultative Committee on the proposed charges for 2020/21 as itemised in Appendix A and C and on the continued subsidy for association football
- Approve the proposed charges for 2020/21 as itemised in Appendix A and C and the continued subsidy for association football

Main Report

Background

1. This report encompasses a number of different activities on Forest Land for which a charge is levied. The charges made to legally record the use and generally seek to reflect the costs incurred by the City of London in administering and enabling the activity and for reinvestment into the management of the Forest in accordance with the City Corporation financial regulations.
2. The use of Forest Land for siting of equipment or for certain activities requires a licence. Licences are administered through a steering group of officers to ensure that all relevant sections and staff are consulted before a decision is made and to ensure there is an equitable decision-making process for any customer.
3. All activities are regulated with due regard to the Conservators' duties under the Epping Forest Acts 1878 and 1880 and any other relevant statutory provisions.
4. By-products of land management activity include beef, venison and wood. These are sold both as wholesale and retail products with the income re-invested into the management of the Forest.

Current Position

5. Licensing activity on Forest Land raised £266,397 in 2018/19
6. The income from Forest produce in 2018/19 has provided an income totalling £15,348 comprising:

Produce	Income
Venison	£ 9541
Beef	£ 1878
Hay	£ 1080
Wood	£ 2849

7. Horse Riding licences brought in an income of £10,276.
8. The regulatory licences achieved £188,473, with an additional £37,284 from fairs and circuses and £40,640 for photography and filming.
9. The end of the football season for 2018/19 achieved a total income of £66,684.79.
10. Golf income at Chingford Golf Course achieved a total gross income of £312,491.80. This is broken down as:

Green Fees	£270,418
Equipment Sales	£13,532
Drinks Sales	£5,522
Equipment Hire	£23,018

11. This was the third year of in-house management of golf bookings. Profit was increased this year compared with 2017/18 by around £46,000. The end of year net profit figure in 2018/19 was £74,750.

Options

12. Three options as outlined in Appendix A and C are offered for your committee's consideration:

    12.1 Option 1 – To increase licence and event fee charges at the Retail Price Index figure of 2.6%. It is proposed that the licence fee for horse riding also be increased by RPI of 2.6% which is the maximum permitted under the Additional Byelaws for the Regulation of Horse Riding. It is also proposed that charges for private hire of land (compounds) be increased above inflation levels. These increases are shown in Appendix A. Also, to increase football charges in as proposed in Appendix C, above inflationary levels but in line with benchmarking of similar facilities. **This is recommended.**

    12.2 Option 2 - To keep charges as they are. This would be in effect a price cut whilst inflationary increases would still apply to our own expenses. **This is not recommended.**

    12.3 Option 3 - To increase licence and produce charges above inflationary levels. Charges have been increased annually by RPI and compare with the market level. Increasing charges above market level could make our products less saleable. **This is not recommended.**

Proposals

Licencing Applications

13. A new licencing application form and scheme of charges was agreed at the Epping Forest and Commons Committee in November 2017. All the licencing information, pricing, terms and conditions are publicly available on the website and the process ensures appropriate licences and charges are administered in an equitable and transparent manner.

14. The experience gained in administering licences over the past two years has highlighted some charges that needed further clarification and alteration. These changes are shown in the table in Appendix A and include small alterations to wording and categories for coaching and one- off competition events. An above inflation increase has been applied to compounds to better reflect the loss of amenity value occasioned by this type of use of the Forest.

Football charges

15. Football on Wanstead Flats remains popular with similar levels of play maintained each year. Despite some amendments to pricing over recent years Wanstead Flats remain the cheapest pitches to hire in the area.

16. Football on Wanstead Flats in common with other Local Authority football provision continues to run at a deficit. The annual deficit amounts to in the

region of -£125,000 each year. This equates to an average of just under 50% subsidy per game played.

17. It is proposed that all fees are increased by an above inflationary rate of 5%. This will bring the pitch hire to a level more in line with comparable sites in the sub-region. Prices remain at the lowest which reflect the pitch standards but move towards reducing the level of subsidy. Combined with the shorter season being implemented this year the overall increase per game is nearer to 20%.

18. Appendix C outlines the current season charging at neighbouring football sites compared with Wanstead Flats. It also shows the proposed 5% uplift in the hire charges for 2020/21.

Golf fees

19. Golf fees have not been amended in this financial year as they remain at the right amount for the current market. Profit is increasing year on year at Chingford Golf Course which reflects that the course remains good value in comparison with local competition, as shown in the benchmarking exercise in Appendix B.

Corporate & Strategic Implications

20. These charges support the Corporate Plan Policy aims and priorities

20.1 Contribute to a flourishing society

20.2 Support a thriving economy

20.3 Shape outstanding environments

Implications

Financial

21. City Corporation Financial regulations provide that 'When determining fees and charges to persons or external organisations, all departments should recover full costs, or submit reasons to the appropriate service Committee when that objective is not met."

22. Full cost recovery on football charges cannot be achieved while major Local Authority providers continue to subsidise the provision of football. The City Corporation has achieved parity on charges but is unable to recover the full cost of providing this service.

Legal

<u>Horse riding</u>

23. Horse riding on Epping Forest is regulated under sections 9 and 10 of the City of London (Various Powers) Act 1990 and by the Additional Byelaws for the Regulation of Horse Riding allowed on 14 May 2003. The Conservators may make reasonable charges for the riding or exercising of horses, by reference to the reasonable cost of the maintenance of ways designated for horses, and

the reasonable cost of providing the regulatory regime. Any increases to the charges are limited to no more than the increase in the Retail Prices Index for the period that has elapsed since the charges were last fixed. The Conservators shall take all reasonable steps to notify the public of the revised charges not less than fourteen days before they take effect.

Sales of produce

24. Section 33(1)(i) of the Epping Forest Act 1878 empowers the Conservators, "To fell, cut, lop and manage in due course the timber and other trees, pollards and underwoods, and to sell and dispose of the timber cuttings and loppings, and to receive the proceeds…"

25. Trading that is carried on by a charity in the course of carrying out a primary purpose of the charity is known as "primary purpose trading". Trading that is ancillary to a charity's primary purpose is also legally part of a charity's primary purpose trading. The sale of produce as a by-product of land management activities by the Epping Forest charity would therefore constitute primary purpose trading. This means that the charity may trade more or less freely in pursuit of its charitable objectives. Profits may be exempt from tax if entirely used to support the charity's aims, and there is no requirement to set up a subsidiary trading company.

26. In its role as trustee of the Epping Forest Charitable Trust, the City Corporation is under a fiduciary duty to act exclusively in the best interests of the charity. This will normally mean obtaining the best price for produce that can be achieved in the market. However, it may be appropriate in some cases to donate produce, or sell it at a discount, where this is an effective way of using the charity's resources to further its charitable purposes or is otherwise in the charity's best interests.

Events and Activities

27. Section 33(1)(xiii) of the Epping Forest Act 1878 empowers the Conservators to set apart such parts of the Forest as they think fit for the use of the inhabitants to play at sports. Section 76(1)(b) of the Public Health Acts Amendment Act 1907 allows the Conservators to set apart any such part of the Forest as may be fixed for the purpose of any game or recreation, and to exclude the public from the part set apart while it is in actual use for that purpose; and under section 56(5) of the Public Health Act 1925 the Conservators may charge reasonable sums for the use thereof.

28. Under section 8 of the City of London (Various Powers) Act 1977 the Conservators may provide facilities and services for the purpose of providing or improving opportunities for the enjoyment of the Forest by the public, which would include the provision of instructors or guides, and parking places for vehicles, and may make reasonable charges for those facilities and services.

29. Section 7 of the City of London Corporation (Open Spaces) Act 2018 now provides additional powers to hold and charge for events on Forest Land, including film production, having regard to an agreed events policy. Section 10 and the Schedule to that Act also enable the Conservators, following consultation, to make a licensing scheme for the purposes of controlling activity in the Forest carried on for commercial gain, including fitness classes.

The licence fee may cover the reasonable administrative costs incurred in connection with such applications, together with such additional charge as the Conservators consider to be an appropriate contribution towards the costs incurred by them in connection with the open space.

'Works' licences

30. The granting of personal licences does not constitute alienation of Forest Land for the purposes of the Epping Forest Act 1878 and is not therefore prohibited so long as the Forest is preserved. Regulating such temporary uses is considered to be the best way of preserving the Forest and avoids any possibility of any prescriptive rights being acquired. As above, the Conservators must generally ensure that any licence granted is on the best terms reasonably obtainable for the Epping Forest charity, or is otherwise in the charity's best interests.

Property

31. Licensing various 3rd party temporary activities that the City Corporation is willing to permit upon the Forest should ensure that the City Corporation retains full and proper control of the Forest and able to prevent misuse.

Charity

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

Consultative Committee

33. The Consultative Committee supported the combination of Retail Price Index increases underpinned by benchmarked revisions. Members raised the question of licence evasion and were reassured that representative check were made across the year to reduce the potential for licence evasion.

Conclusion

34. The City Corporation Epping Forest continues to provide excellent value for money recreational opportunities. The charging proposals ensure that as a charity our expenses incurred due to third party use of our land are recouped and reinvested into the maintenance of the Forest.

Appendices

- Appendix A – Current and proposed licence charges
- Appendix B – Golf Course Green Fees Price Comparison
- Appendix C - Football benchmarking and proposed fee increases

Background Papers:

Epping Forest Licence and Produce Charges 2019/20 November 2019.

Jacqueline Eggleston
Head of Visitor Services

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E: jacqueline.eggleston@cityoflondon.gov.uk

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EPPING FOREST LICENSING CHARGES

*******ALL CHARGES ARE SUBJECT TO VAT IN ADDITION UNLESS INDICATED OTHERWISE*******

			2019/20 charges		2020/21 charges	
Standard Application Fee			***£25***	***£50***	***£25.50***	***£51***
All licences are subject to standard application plus licence fee charges as shown. Application fee is payable on agreement of licence and is non-refundable.						
EVENTS						
Event	**Notes**	**Description/ amount of participants**	**Charity/ non-profit**	**Commercial**	**Charity/ non-profit**	**Commercial /Charities with turnover > £1,000.000**
One off Sponsored or fundraising events such as charity fun run/ walk/ cycle/ run/ competition/ horse event* ** horses must hold Epping Forest horse licence*	Includes an event with entrance marker, first aid, table of drinks	Less than 100	10% entrance fee	£100 or 10% ticket/ entrance fee whichever is greater	£1 per person or 10% of entrance fee/minimum sponsorship requirement, whichever is greater	£2 per person or 10% of entrance fee/minimum sponsorship requirement, whichever is greater
		100 - 500	£100 or 10% ticket/ entrance fee whichever is greater	£200 or 10% of ticket/ entrance fee whichever is greater		
		More than 500 – apply through events licence		See events charges		See events charges
Events charges	Events with additional infrastructure and catering, inflatables , music etc.	up to 50	£0-£250	£0-£500	£0-£256.50	£0-£513
		50-499	£325 + 5 % of ticket price	£650 + 5 % of ticket price	£333.50 + 5 % of ticket price	£667 + 5 % of ticket price
		500-4999	£975 + 5% of ticket price	£1950 + 5% of ticket price	£1000 + 5% of ticket price	£2000 + 5% of ticket price
		5000+	by negotiation	by negotiation	by negotiation	by negotiation
Regular run/ walk / cycle* events by clubs **please note we do not license competitive speed cycle races*	Up to 20 events each year*	Less than 100	Annual Fee £200 (includes administration) plus 5% entrance fees	Annual Fee £400 (includes administration) plus 5% entrance fees	Annual Fee £205 (includes administration) plus 5% entrance fees	Annual Fee £410 (includes administration) plus 5% entrance fees
	up to 15 events each year*	100-500	Annual Fee £200 (includes administration) plus 5% entrance fees	Annual Fee £400 (includes administration) plus 5% entrance fees	Annual Fee £205 (includes administration) plus 5% entrance fees	Annual Fee £410 (includes administration) plus 5% entrance fees
*Regular events with more than 500 participants should be applied for through the events licence. * Capacity of the event site and impact on Forest will be considered and may limit the number of events in any one location*						
WANSTEAD FLATS (OUT OF SEASON)						
Football Match or tournament	Additional charges may apply. See below		£50 weekday/ £80 weekend		Price on application	Price on application
School Sports Day	Dedicated use of mown area only	Less than 100	£50 per day*		£52 per day*	
		100 - 500	£100 per day*		£102 per day*	
			* Up to 2 days for the price of one if no additional mowing required		* Up to 2 days for the price of one if no additional mowing required	
Levies may apply for football matches/tournaments and sports days which require additional services, examples below. All levies are calculated 'at cost' to COL and no reduction for charity/non-profit is possible.						
Exclusive use of changing facilities	Opening up the building and use of changing rooms. Cleaning and heating costs.	Minimum hire period - 4 hours		£100		£104
		Additional charge per hour after 4 hours		£25		£26.00
Sports Day Line marking	Running track up to 8 lanes + 2 other events needing markings	Based on maximum of 7 hours		£85		£87
Event	**Notes**	**Description/ amount of participants**	**Charity/ non-profit**	**Commercial**	**Charity/ non-profit**	**Commercial /Charities with turnover > £1,000.000**
SPORTS COACHING OR TRAINING						
Personal Training/sports training/football training	Outside only. No toilets, pavilion or parking use. No marked pitch areas to be used.	1-10 people		£25*	£25.50* annual	£25.50* annual
		11-29 people		£50*		£51* annual
		More than 30 people		N/A	£51* annual	£77* annual
		* plus 10% of fees charged per session			* plus 10% of fees charged per session	* plus 10% of fees charged per session based on advertised capacity
OTHER GUIDED ACTIVITY OR EDUCATIONAL OFFER						
Small Commercial Guided Walks and Tours eg Mindfulness		More than 5 people to max 100		5% of fee charged		10% of ticketed price per participant
Forest Schools	Licence		£25 + 5% of fee charged per pupil	£25 + 5% of fee charged per pupil	£25 + 5% of fee charged per pupil	£25 + 5% of fee charged per pupil
	Tree surveying (as required)		Price on application		Price on application	Price on application
FILMING AND PHOTOGRAPHY						
Commercial Photography	Standard shoot based on 8 hours per day	Studio shoot (up to 6 people) e.g. family portrait		£55 for one off visit/£330 yearly fee		£56.50 for one off visit/£338.50 yearly fee
		Crew size 1 - 5		£345		£354
		Crew size 6 - 15		£460		£472
		Crew size 16 - 30		£574		£589
		Crew size 30 +		Price on application		Price on application
	Standard shoot based	Crew size 1 - 5		£450		£462
		Crew size 6 - 20		£788		£808

Commercial Filming	on 8 hours per day	Crew size 21 - 40		£1,125		£1,154
		Crew size 40 +		Price on application		Price on application
Non commercial Filming or Photography	Visits by staff necessitated by the nature of the shoot may require additional 'at cost' charges		£25 plus costs		£25 plus costs	
Levies may apply for non-commercial filming requests which require additional services. All levies are calculated 'at cost' to COL and no reduction is possible.						
OTHER USE OF FOREST LAND						
Skips	Use of Forest land	per week		£72		£73.90
Hire of car parks for events or compounds per 8 hours	Large (e.g Bury Road)	Based on 8 hour hire		£714		£732.50
	Medium (e.g. Fairmead Oak)			£431		£442.00
	Small (e.g.Earl's Path)			£143		£147.00
Compounds/ storage/scaffolding	Area per day (m2)			£0.58		£2.50
	Minimum overall charge inc admin			£72		£150.00
This charge applies until all equipment is removed and amenity restored. An additional amenity charge may be levied.						
HORSE RIDING LICENCES						
Horse Riding Licence	Adult individual/joint and horse	Annual		£57.69		£59.19
	Junior individual/joint and horse	Annual		£28.20		£28.93
	Adult or junior individual/joint and horse	Weekly fee		£7.21		£7.40
		Daily fee		£5.04		£5.17
Riding School Licences	Riding School	Annual		£72.11		£73.98
*Please note, horse riding licences are **not** subject to the standard licence application fee*						

Course Name	Private or Public	Postcode	Distance from CGC	Highest Weekday Green Fee
Theydon Bois Golf Club	Private	CM16 4EH	6.4 miles	£37.50
Wanstead Golf Club	Private	E11 2LW	6.9 miles	£35.00
Richmond Park Golf Club		SW15 3SA	26.3 miles	£27.00
Stevenage Golf Course		SG2 7EL	23.1 miles	£25.00
Cheshunt Park Golf Centre	Public	EN7 6QD	8.9 miles	£24.00
Batchwood Hall Golf Course	Public	AL3 5XA	26.3 miles	£23.00
Basildon Golf Course	Public	SS16 5JP	29.2 miles	£22.00
Whitewebbs Park Golf Course	Public	EN2 9HH	8.3 miles	£20.00
Hainault Golf Club	Public	IG7 4QW	7.1 miles	£20.00
Woodford (9 holes)	Public			£20.00
Panshanger Golf Complex	Public	AL7 2ED	20.6 miles	£19.00
Belhus Park Golf Club	Public	RM15 4PX	19.2 miles	£18.00
Risebridge Golf Course	Public			£18.00
Chingford Golf Course	Public	E4 7QJ		£18.00
Trent Park Golf Club	Public	N14 4UW	7.4 miles	£17.00
Lea Valley Golf Course	Public	N9 0AR	3.9 miles	£15.00
Fairlop Waters Golf Club	Public	IG6 3HN	6.6 miles	£13.00

Course Name	Private or Public	Postcode	Distance from CGC	Highest Weekend Green Fee
Theydon Bois Golf Club	Private	CM16 4EH	6.4 miles	£44.50
Wanstead Golf Club	Private	E11 2LW	6.9 miles	£40.00
Richmond Park Golf Club		SW15 3SA	26.3 miles	£37.00
Stevenage Golf Course		SG2 7EL	23.1 miles	£30.00
Cheshunt Park Golf Centre	Public	EN7 6QD	8.9 miles	£28.50
Panshanger Golf Complex	Public	AL7 2ED	20.6 miles	£28.50
Basildon Golf Course	Public	SS16 5JP	29.2 miles	£28.00
Hainault Golf Club	Public	IG7 4QW	7.1 miles	£28.00
Trent Park Golf Club	Public	N14 4UW	7.4 miles	£27.00
Whitewebbs Park Golf Course	Public	EN2 9HH	8.3 miles	£26.50
Batchwood Hall Golf Course	Public	AL3 5XA	26.3 miles	£26.00
Risebridge Golf Course	Public			£25.00
Chingford Golf Course	Public	E4 7QJ		£25.00
Woodford (9 holes)	Public			£23.00
Belhus Park Golf Club	Public	RM15 4PX	19.2 miles	£22.00
Fairlop Waters Golf Club	Public	IG6 3HN	6.6 miles	£20.00
Lea Valley Golf Course	Public	N9 0AR	3.9 miles	£18.50

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Season Bookings Price Comparision for Football

Wanstead Flats Season Bookings				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (32 Weeks)	£1,253.00	£1,253.00	£1,785.00	£1,785.00
Female & Youth (16-18 Yrs) Season (32 weeks)	£826.00	£826.00	£1,202.00	£1,202.00
Youth Under 16 yrs 11v11 Season (32 Weeks)	£565.00	£565.00	£720.00	£720.00
Youth Under 16 yrs 9v9/ 7v7/ 5v5 Season (32 Weeks)	£502.00	£502.00	£563.00	£563.00
Adult 15 Credits	£626.00	£626.00	£893.00	£893.00
Female & Youth (16-18 yrs) 15 Credits	£413.00	£413.00	£601.00	£601.00
Youth Under 16 yrs 11v11 15 credits	£282.00	£282.00	£360.00	£360.00
Youth Under 16 yrs 9v9/ 7v7/ 5v5 15 credits	£251.00	£251.00	£282.00	£282.00

London Playing Fields - Boston Manor Season Bookings				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (28 Weeks)	£1,465.00	£2,066.00	£2,154.00	£1,825.00
Adult 14 Games	£752.00	£1,051.00	£1,114.00	£932.00

London Playing Fields - Douglas Eyre Season Bookings				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (28 Weeks)	£1,626.00	£2,601.00	£2,603.00	£2,250.00
Adult 14 Games	£853.00	£1,320.00	£1,320.00	£1,144.00

London Playing Fields - Fairlop Oak Season Bookings				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (28 Weeks)	£1,626.00	£2,601.00	£2,603.00	£2,250.00
Adult 14 Games	£853.00	£1,320.00	£1,320.00	£1,144.00

London Playing Fields - London Marathon Playing Fields Redbridge Season Bookings				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (28 Weeks)	£1,626.00	£2,601.00	£2,603.00	£2,250.00
Adult 14 Games	£853.00	£1,320.00	£1,320.00	£1,144.00

London Playing Fields - Peter May Season Bookings				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (28 Weeks)	£1,626.00	£2,601.00	£2,603.00	£2,250.00
Adult 14 Games	£853.00	£1,320.00	£1,320.00	£1,144.00

London Playing Fields - London Marathon Playing Fields Greenford Season Bookings				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (28 Weeks)	£1,579.00	£2,525.00	£2,527.00	£2,184.00
Adult 14 Games	£828.00	£1,282.00	£1,282.00	£1,111.00

London Bourough of Redbridge Season Bookings				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (26 weeks)	£1,760.00	£1,760.00	£1,881.00	£1,881.00
Adult Alternate Weeks (13 weeks)	£861.00	£861.00	£929.00	£929.00
Junior Season (26 weeks)	£861.00	£861.00	£929.00	£929.00

Junior Alternate Weeks (13 weeks)	£431.00	£431.00	£462.00	£462.00

Hackney Marshes Season Bookings				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (30 Weeks)	£2,246.40	£2,246.40	£2,246.40	£2,246.40
Adult 10 Games	£748.80	£748.80	£748.80	£748.80

Adult Season Booking Cost Per Match When Making A Season Booking

	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Wanstead Flats - 32 matches	£39.16	£39.16	£55.78	£55.78
Boston Manor - 28 matches	£52.32	£73.79	£76.93	£65.18
Douglas Eyre - 28 matches	£58.07	£92.89	£92.96	£80.36
Fairlop Oak - 28 matches	£58.07	£92.89	£92.96	£80.36
LMPF Redbridge - 28 matches	£58.07	£92.89	£92.96	£80.36
Peter May - 28 matches	£58.07	£92.89	£92.96	£80.36
LMPF Greenford - 28 matches	£56.39	£90.18	£90.25	£78.00
London Bourough of Redbridge - 26 matches	£67.69	£67.69	£72.35	£72.35
Hackney Marshes - 30 matches	£74.88	£74.88	£74.88	£74.88

Proposed New Wanstead Flats Season Bookings Fees (5% increase across all fees)				
	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Adult Season (28 Weeks)	£1,316.00	£1,316.00	£1,874.00	£1,874.00
Female & Youth (16-18 Yrs) Season (28 weeks)	£867.00	£867.00	£1,262.00	£1,262.00
Youth Under 16 yrs 11v11 Season (28 Weeks)	£592.00	£592.00	£756.00	£756.00
Youth Under 16 yrs 9v9/ 7v7/ 5v5 Season (28 Weeks)	£527.00	£527.00	£591.00	£591.00
Adult Half Season	£658.00	£658.00	£937.00	£937.00
Female & Youth (16-18 yrs) Half Season	£433.50	£433.50	£631.00	£631.00
Youth Under 16 yrs 11v11 15 Half Season	£296.00	£296.00	£378.00	£378.00
Youth Under 16 yrs 9v9/ 7v7/ 5v5 15 Half Season	£263.50	£263.50	£295.50	£295.50

Adult Season Booking Cost Per Match When Making A Season Booking After Making Proposed 5% Increase

	Sat AM	**Sat PM**	**Sun AM**	**Sun PM**
Wanstead Flats - 28 matches	£47.00	£47.00	£67.00	£67.00
Boston Manor - 28 matches	£52.32	£73.79	£76.93	£65.18
Douglas Eyre - 28 matches	£58.07	£58.07	£92.96	£80.36
Fairlop Oak - 28 matches	£58.07	£58.07	£92.96	£80.36
LMPF Redbridge - 28 matches	£58.07	£58.07	£92.96	£80.36
Peter May - 28 matches	£58.07	£58.07	£92.96	£80.36
LMPF Greenford - 28 matches	£56.39	£90.18	£90.25	£78.00
London Bourough of Redbridge - 26 matches	£67.69	£67.69	£72.35	£72.35
Hackney Marshes - 30 matches	£74.88	£74.88	£74.88	£74.88

Committee(s): Epping Forest Consultative – For Information Epping Forest and Commons – For Information	**Date(s):** 23 10 2019 18 11 2019
Subject: City of London Corporation response to the London Borough of Waltham Forest 'Shaping the Borough Draft Local Plan 2020 – 2035 consultation document (SEF 43/19b)	**Public**
Report of: Director of Open Spaces	**For Information**
Report author: Paul Thomson, Superintendent of Epping Forest	

Summary

The London Borough of Waltham Forest Draft Local Plan for 2020 – 2035 sets out the long-term development strategy for the Borough and is one of the Council's most important corporate strategies making provision for new housing, employment and other development needs, together with key policies for Heritage and Environmental protection which directly impact upon Epping Forest.

The new 255-page Local Plan is being prepared to respond to local requirements and to reflect national and London Plan policy changes that have emerged in recent years. Following delegation from the September Epping Forest and Commons Committee a detailed response has been deposited with the Borough encouraging the Local Planning Authority to match its aspiration for 27,000 new dwellings, 46,000 sqm of employment space and place-making ambitions, with the need to properly protect the Epping Forest Special Area of Conservation.

Recommendation(s)

Members are asked to:

- Note the City Corporation's response to the London Borough of Waltham Forest Regulation 18 Local Plan Consultation

Main Report

Background

1. Parts of Epping Forest fall within the jurisdiction of 4 Local authorities including the London Borough of Waltham Forest. Some 427 hectares or 17% of the Forest is within the Borough and contributes to 31% of the Borough's total Public Open Space provision. Key sites include Highams Park; Walthamstow Forest and some the Forest's most visited areas including Leyton Flats.

2. Recent changes to planning legislation set a period of 5 years within which Councils must review their Local Plans. The Council's lead development plan document, the Core Strategy, was adopted in March 2012 and is therefore considered to becoming increasingly out-of-date. A new Local Plan is being prepared to respond to shifting local pressures and requirements and to reflect national and London Plan policy changes that have emerged in recent years, such as the borough's housing target.

Current Position

3. The London Borough of Waltham Forest Local Plan for 2020 – 2035 sets out the long-term development strategy for the Borough and is one of the Council's most important corporate strategies making provision for new housing, employment and other development needs, together with key policies for Heritage and Environmental protection which directly impact upon Epping Forest.

4. The public consultation for the plan ran from Monday 22 July 2019 until midnight on Monday 30 September 2019. In additional to the online plan, 10 public engagement events were scheduled, and an introductory leaflet was delivered from Monday 22 July 2019 to all households and businesses across the borough. The timing of the consultation period prevented a detailed report on the Plan being considered by the Epping Forest and Commons Committee.

5. Officers have made detailed comments on the Local Plan, particularly on Spatial Strategy policies proposals for the South, Central and North Waltham Forest areas which all have implications for Forest Land. In addition, detailed comments have also been made regarding the Plan's Thematic Policies, particularly (8) 'Decent Homes for Everyone'; (16) 'Enhancing and Preserving our Heritage'; (17) Protecting and Enhancing the Environment' and (18) Ensuring Climate Change Resilience.

6. Officers have placed particular emphasis on the need for the Borough to fully recognise its role as a 'Competent Authority' in relation to the Epping Forest Special Area of Conservation (SAC), and the consequent Epping Forest SAC Mitigation Strategy, alongside requirements for Appropriate Assessment though a Habitats Regulation Assessment (HRA).

7. By virtue of the provision of considerable public open space through the presence of part of the Epping Forest and the Lee Valley Regional Park landholdings in the Borough, the LPA has more public open space then any other Borough north of the Thames. The compact and relatively urbanised nature of the Borough is likely to create challenges around the provision of significant additional open space through Suitable Alternative Natural Greenspaces (SANGS). The City Corporation has urged the Borough to work with the two Authorities and adjoining London Boroughs to pursue effective SANG opportunities across the wider area.

Corporate & Strategic Implications

8. The recommendations of this report support the Corporate Plan with particular reference to the following aims:

a. Contribute to a flourishing society

i. People enjoy good health and wellbeing

ii. Communities are cohesive and have the facilities they need.

b. Shape Outstanding Environments

i. We inspire enterprise, excellence, creativity and collaboration

ii. We have clean air, land and water and a thriving and sustainable natural environment

iii. Our spaces are secure, resilient and well maintained.

9. And supports the Open Spaces Business Plan as follows:

a. Open Spaces and historic sites are thriving and accessible.

i. Our open spaces, heritage and cultural assets are protected, conserved and enhanced

ii. London has clean air and mitigates flood risk and climate change

Implications

10. **Financial:** In addition to considerable officer time required to respond to the Local Plan, the costs of representation through the Local Plan process, particularly at the inspection of the Local Plan, could reflect the £55,000 recently spent engaging on the Epping Forest District Council Plan.

11. **Legal:** The Planning and Compulsory Purchase Act 2004 (as amended) ("the 2004 Act") and the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) ("the 2012 Regulations") set out the requirements and the statutory procedure for the preparation of a Local Plan.

12. Regulation 18 of the 2012 Regulations requires the local planning authority to notify and invite representations on the content of the draft plan to:

    (i) such specific consultation bodies as the local planning authority consider may have an interest in the subject of the proposed local plan;

    (ii) such of the general consultation bodies as the local planning authority consider appropriate; and

    (iii) such residents or other persons carrying on business in the local planning authority's area as the local planning authority consider appropriate.

13. The next stage, after this consultation, is for the local planning authority to prepare a Regulation 19 submission draft of the Local Plan. All representations received during the current Regulation 18 consultation stage must be taken into account when preparing this further document. The submission draft will then return to Cabinet for further consideration.

14. **Equalities & diversity:** An initial screening exercise of the equality impact of this decision has been undertaken by the London Borough of Waltham Forest. At this stage, it is considered that there are no negative impacts on the protected equality groups.

15. **Charity**: Epping Forest is a registered charity (number 232990). Charity Law obliges Members to ensure that the decisions they take in relation to the Charity must be taken in the best interests of the Charity.

16. **Exiting the European Union (EEU):** The main influence of EU law on plan making in the UK relates to the Environmental Assessment of Plans and Programmes Regulations 2004 (the 'SEA Regulations') and the Council Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna & Flora, which is incorporated into UK law as the Conservation of Habitats and Species Regulations 2017 (the 'Habitats Regulations'). The future influence of existing EU Directives and the Regulations may be affected by the EU and will also be consequent on the terms reached with the EU as part of Brexit negotiations and the future governments views on 'Retained EU law' contained within the EU (Withdrawal) Act 2018.

17. **Consultative Committee:** The Committee welcomed the City Corporations response to the Local Plan and congratulated Officers on the thoroughness of the response. As with the Whipps Cross Hospital Plans, Members noted the importance of ensuring that the Consultative Committee members whose groups are based in and close to the Borough ensure that their individual contributions are also made to the consultation.

Conclusion

18. The London Borough is an important strategic partner for the City Corporation and the Local Plan consultation process provides an important opportunity to both draw together City Corporation and Borough aspirations for the area over the next 15 years, while also ensuring the continued protection and conservation of Epping Forest, alongside the investment of development proceeds to protect the SAC.

Appendices

- Appendix 1 – City of London Corporation response to Regulation 18 Local Plan Consultation

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RESPONSE of THE CITY of LONDON CORPORATION as THE CONSERVATORS of EPPING FOREST to the LONDON BOROUGH of WALTHAM FOREST DRAFT LOCAL PLAN 2012- 2035 (REGULATION 18) PUBLIC -CONSULTATION – 30 September 2019

Thank you for consulting the City of London Corporation, as the Conservators of Epping Forest, on the London Borough of Waltham Forest's (the Borough) Draft Local Plan Regulation 18 public consultation document.

The Trustees of the Epping Forest Charitable Trust – the Epping Forest & Commons Committee - considered this matter in public session on the 9 September 2019, subsequent to the meeting the following comments were agreed.

Epping Forest Officers would welcome the opportunity to further discuss the detail of the comments as part of the section 33A 'Duty to Co-operate in relation to the planning of sustainable development' duty (Planning and Compulsory Purchase Act 2001, as amended by the Localism Act 2011). There is particular interest in seeking to ensure recognition for:

- the City Corporation's role in providing significant levels of Open Space across the Borough;
- appropriate policy protection for the Epping Forest Special Area of Conservation (SAC) and a holistic approach to the Forest;
- a Mitigation Strategy to prevent damage to the SAC from increased recreational pressure and deteriorating air quality, arising from additional housing provision ; and
- improved recognition for the City Corporation's current pattern of visitor facilities in the Borough.

I understand that Officers from Natural England are also in discussion with the Borough with regard to a moratorium on planning consents ahead of the agreement of tariffs to support a mitigation strategy for the SAC.

Introduction and context

Epping Forest is held as a Charitable Trust by the City of London Corporation and comprises some 6,100 acres (2,500 hectares) of public open space and high tier conservation habitat, including 1,055 acres (427 hectares) in the Borough. The Forest is supported by a further 1,800 acres (730 hectares) of Buffer Lands, acquired by the City Corporation to protect the

North of the Forest from encroaching development and to maintain the links between the Forest and the wider countryside.

The Epping Forest Acts 1878 & 1880 charges the City Corporation, as the Conservators of Epping Forest, with a series of key duties:

- To regulate and maintain the Forest in accordance with the Acts
- To maintain Epping Forest as an open space for the recreation and enjoyment of the public
- To conserve and maintain a range of Forest habitats, particularly wood-pasture
- To preserve the Forest's unique landscape as defined by a *natural aspect* duty
- To preserve the Queens Elizabeth's Hunting Lodge and other historic Forest buildings for their heritage interest

Subsequent to its founding legislation, Epping Forest's conservation significance as one of only a few large-scale examples of surviving ancient wood-pasture including its Atlantic beech forest; North Atlantic wet heaths and European dry Heaths has received further recognition and legal protection as an internationally important IUCN Category IV Protected Area. Epping Forest is part of a European-wide network of habitats entitled *Natura 2000* sites, which provide Europe's habitat protection under its Bern Convention 1979 obligations, to which the United Kingdom is a signatory. The land is statutorily protected as a Special Area of Conservation (SAC) under European Union Council Directive 92/43/EEC on the Conservation of Natural Habitats and Wild Fauna and Flora, known as the 'Habitats Directive' The Habitats Directive was transposed into national law, recently updated as The Conservation of Habitats and Species Regulations 2017.

The Forest area is also statutorily protected as a Site of Special Scientific Interest (SSSI) under the Wildlife and Countryside Act 1981 (as amended by the Countryside & Rights of Way Act 2000) and all Forest Land within London is recognised under the "umbrella" of Sites of Importance for Nature Conservation (SINCs) under the London Plan.

Epping Forest also contains a range of Scheduled Ancients Monuments notified under the **Ancient Monuments and Archaeological Areas Act 1979** and Listed Buildings, features and Parks and Gardens jointly designated by Historic England and Local Planning Authorities under the auspices of the **Planning (Listed Buildings and Conservation Areas) Act 1990**, with parts of the Forest coinciding with some 17 Conservations Areas.

Epping Forest also contains 7 Large Raised Reservoirs, notified under the **Reservoirs Act 1975** (as amended by the Flood & Water Management Act 2010); three Flood Management Schemes and two main rivers notified under the **Water Resources Act 1991.**

Epping Forest in the London Borough of Waltham Forest

The London Borough of Waltham Forest shares a special bond with Epping Forest, as the Borough takes its name from Waltham Forest, one of the four Royal Forests that remained after the disafforestation of the 13th Century Forest of Essex. Over the following 400 years,

the open wood pasture of Waltham Forest gradually ceded to farmland, leaving the major Wood Pasture areas to be named Epping and Hainault Forests from the 17th Century.

Some 427 hectares (1,055 acres) of Epping Forest are located within the Borough's jurisdiction, which equates to 11% of the Borough's landholding, including Leyton Flats, Gilberts Slade, Walthamstow Forest, Highams Park Lake, Chingford Plain and Pole Hill. In additional to the Borough's 296.19 hectares (731.9 acres) of open space, by virtue of greenspace land holdings provided by Epping Forest and the Lee Valley Regional Park, the Borough has an estimated 1,204.92 hectares (2,977.42 acres) of unrestricted access open space, the most parks and opens spaces of any Borough north of the River Thames. Under the Abercrombie London Plan standard of 1.6 hectares (3.95 acres) per 1,000 population, the Borough's open space provision provides 1.07 hectares per 1000 population. With the addition of the City Corporation and Lee Valley Regional Park's open space this rises to an estimated 4.37 hectares per 1,000 population, some 2.73 times above the early London standard. An estimated 45% of this provision is provided by Epping Forest Land.

The City Corporation are pleased to be an active partner with the London Borough of Waltham Forest, cooperating together alongside Transport for London on the construction of the Epping Forest Olympic Cycleway in 2011 and Forest Transport Strategy Safe Crossing Points at Dannett's Hill, Chingford and Canada Plain, Leytonstone; and more recently as delivery partner at Whipps Cross for the 'Enjoy Waltham Forest' C23 cycling programme and as a bidding partner and major venue for the 'Welcome to the Forest' London Borough of Culture across 2019.

The Local Plan process provides new opportunities to identify areas for collaboration between Waltham Forest and the City Corporation on the delivery of improvements to the quality of life of Waltham Forest residents and visitors, while enhancing the range of ecosystem and public health benefits that greenspaces contribute to the public good.

City of London Corporation Comments

The significance of the City Corporation's comments, in general, are given in response to the Plan in relation to all Forest Land, whether covered by the Epping Forest Act, the Habitats Regulations 2017 or the Wildlife & Countryside Act 1981 or all of these designations.

SPATIAL STRATEGY

3. Vision & strategic objectives

The City of London Corporation generally supports the aspirational nature of the growth-led vision for Waltham Forest in 2035. The City Corporation has similar ambitions across its delivery platform. However, the City Corporation considers that the Borough should provide a more balanced vision by including the protection and enhancement of Epping Forest as a whole as a core aim of the Local Plan's Vision and Strategy. Small strategic

changes within the *'Liveable Waltham Forest'* strand (see page 13) and Strategic Objective 11 – 'Enhance the natural environment' - would offer a positive and counter-balancing objective. More detail is given below under Strategic Objective 11 (Section 17 of the Document).

The City Corporation is aware that the Borough's Full Council declared a Climate Emergency on 26 April 2019. The City Corporation welcomes the engagement of a Borough Climate Emergency Commission and would hope that the Commission's recommendation would be integrated into the Local Plan, especially at sections 10 – *'Decent Homes for Everyone'* and 18 *'Ensuring Climate Change Resilience'*.

The City Corporation would also challenge the Borough to broaden the ambition demonstrated around housing and employment extending this resolve to the protection of the Epping Forest Special Area of Conservation (SAC); and the continuing expansion of new and restored Greenspaces, enabling the Borough to increase its provision to the London standard and by virtue of the City Corporation and Lee Valley Regional Park landholding, maintain its pre-eminent position regarding the high levels of greenspace provision for its citizens. . It should be noted that although the overall open space provision in hectares is relatively high, the Epping Forest areas come with a much greater need for protection and positive management for biodiversity than general open spaces because of their irreplaceability, fragility and high nature conservation status.

4. Waltham Forest's Spatial Strategy

Policy 1 – Presumption in Favour of Sustainable Development

In relation to Epping Forest SAC's protection under the Habitats Regulations 2017, the City Corporation would remind the Borough that section 177 of the National Planning Policy Framework (NPPF)(Feb 2019) clearly states *'The presumption in favour of sustainable development does not apply where the plan or project is likely to have a significant effect on a habitats site (either alone or in combination with other plans or projects), unless an appropriate assessment has concluded that the plan or project will not adversely affect the integrity of the habitats site'*. Given the presence of the Epping Forest Special Area of Conservation (SAC) partly within the Borough's jurisdiction, together with its corresponding 6.2km Zone of Influence, which extends across the whole of the Borough, the City Corporation considers that this Policy requires very significant amendment and qualification.

Furthermore, **Policies 2 - 4** need to be subject to a Habitats Regulations Assessment and a likely Appropriate Assessment. The *People Over Wind, Peter Sweetman v Coillte Teoranta European Court of Justice (ECJ) Judgement (C323-17)* makes it clear that likely significant effects on the SAC cannot be screened out at an early stage based on general assumptions about future mitigation (e.g. Policy 4H). These assessments must contain complete, precise and definitive findings and conclusions capable of removing all reasonable scientific doubt

as to the effects of the plan on the SAC. The lack of any HRA in the Evidence Base (Appendices Section 2) is, therefore, of considerable concern at this comparatively late stage in the Plan process. The HRA issue is discussed in more detail below in relation to Strategic Objective 11 (Section 17).

Policy 3 – Location and Management of Growth
The City Corporation welcomes the Borough's commitment in Policy 3.D to protecting designated sites and areas as part of a managed growth strategy. While the listing is not expected to be definitive, it would be sensible to see the Borough's higher-tier protections especially Special Area of Conservation (SAC) and Sites of Special Scientific Interest (SSSI), which coincide with two thirds of Epping Forest, properly reflected in the policy.

5. South Waltham Forest

The comments offered in connection with Policies 6-11 should be considered alongside more fundamental concerns raised above in relation to Policies 1 – 4, the apparent lack of adequate Habitats Directive assessments of the impact of the Spatial Strategy, and further detailed concerns raised below on Strategic Objectives 8 and 11.

At 5.4 and Policy 10 (page 39) the Area profile refers to Epping Forest and Wanstead Flats. Wanstead Flats are part of Epping Forest and the profile may read better by commenting '*The east is defined by the grassland Open Spaces of Epping Forest at Leyton and Wanstead Flats, which share a boundary with the London Borough of Redbridge*'.

Similarly, the Vision for South Waltham Forest does not reference Epping Forest in relation to Open Spaces, particularly given that Leyton Flats is the most highly visited part of Epping Forest with over 440,000 annual visits.

Policy 6 – South Waltham Forest
The City Corporation notes the Borough's view that the South Waltham Forest area presents 'an enormous and transformational opportunity for good growth and regeneration'.
The Policy needs to reflect the very real constraint posed by the proximity of the Epping Forest SAC at Leyton Flats with a Zone of Influence that encompasses the entire development area. It is recognised that the developed character of much of the area presents little opportunity to provide Suitable Accessible Natural Greenspaces (SANGS) as mitigation for any potential development. Mitigation proposals under discussion with adjoining LPAs, including the Borough, suggest that Strategic Access Management and Monitoring Strategy (SAMMS) improvements can be made at Leyton Flats to help address the current intensity of use – with 440,000 visits per year -, that would undoubtedly increase given the presence of 15,000 additional dwellings. Improvements range from the expanded catering facilities, public toilets, the hardening and definition of paths; new glades in existing woodland, including the little used Houblon Woods adjoining Whipps Cross Hospital. There is also the potential for engagement with the City Corporation and the London Borough of Redbridge with regard to making SANGS-based improvements

at Wanstead Park and Wanstead Flats to help disperse the pattern and pressures of current and projected visiting.

The City Corporation also questions the intensification of Strategic Industrial Locations (SIL) and Borough Employment Areas (BEA) activity close to the SAC at Section 9.

Policy 10 – Leytonstone Strategic Location

Policy 10.10 (page 39) recommends improvements to the public realm and public spaces across the area and references the City Corporation's landholding at Epping Forest, including Wanstead Flats. The City Corporation is mindful that previous Cycleway Route Implementation & Stakeholder Plan (CRISP) exercises led by Sustrans saw little public enthusiasm for public space improvements at Wanstead Flats in 2008 where they include unimaginative new macadam path provision, lighting and signage. The City Corporation supports moves that encourage a modal shift towards walking, cycling and the growing Personal Electric Transport (PET) sector. Careful discussion is required between Borough and City Corporation officers, alongside good and meaningful public consultation, to design and manage the impact of the proposed improvements to public open spaces. The Epping Forest SAC Mitigation Strategy (EFSACMS) and an associated commitment to developing a viable Governance mechanism provides an ideal vehicle for ensuring that SAC protection and improvement; LPA growth aspirations and public acceptance of change are realistically matched and properly funded.

Policy 11 – Whipps Cross Strategic Location

Board papers recently considered by the Bart's Health NHS Trust suggest public consultation will shortly consider proposals for up to 1,400 new dwellings within the existing Hospital footprint that would help fund the comprehensive redevelopment of the ageing hospital. It is likely that the density of these dwellings will generate very little new Public Open Space within the site, which will place additional pressure on Hollow Pond and Leyton Flats, which is already noted as Epping Forest's most heavily visited site, with 440,000 visits per year. When taken in combination with other proposed District Centres, the additional pressure that will be placed on the SAC at Leyton Flats will be considerable. Policy 11 needs to acknowledge the pressure at 11.7 and 11.8, which will challenge the assumptions made at 11.8 without a clear EFSACMS.

6. Central Waltham Forest

The comments offered in connection with Policies 6-11 should be considered alongside the more fundamental concerns raised above in relation to Policies 1 – 4, the apparent lack of adequate Habitats Directive assessments of the impact of the Spatial Strategy, and further detailed concerns raised below on Strategic Objectives 8 and 11.

The Area Profile (pages 42-43) and Vision for Central Waltham Forest (page 44) fails to acknowledge the presence of Epping Forest Land at Canada Plain and Gilberts Slade. Similarly, at page 46 the summary for Central Waltham Forest falls short of committing to public open improvements at J.(page 46) referencing only the public realm.

Policy 14 – Forest Road Corridor Strategic Location

Policy 14.6 (page 48) commits development to deliver improvements to public spaces across the area. As indicated for proposed developments in South Waltham Forest, the City Corporation supports moves that encourage a modal shift towards walking, cycling and the growing Personal Electric Transport (PET) sector and welcomes a commitment to improving public open spaces. Careful discussion is required between Borough and City Corporation officers, alongside good and meaningful public consultation, to design and manage the impact of the proposed improvements to public open spaces. The Epping Forest SAC Mitigation Strategy (EFSACMS) and an associated Governance mechanism provides an ideal vehicle for ensuring that SAC protection and improvement; LPA growth aspirations and public acceptance of change are realistically matched and properly funded.

Policy 16 - Wood Street Strategic Location

Policy 16.6 (page 51) commits development to deliver improvements to public spaces across the area. As indicated for proposed developments in South Waltham Forest, the City Corporation supports moves that encourage a modal shift towards walking, cycling and the growing Personal Electric Transport (PET) sector and welcomes a commitment to improving public open spaces. Careful discussion is required between Borough and City Corporation officers, alongside good and meaningful public consultation, to design and manage the impact of the proposed improvements to public open spaces. The Epping Forest SAC Mitigation Strategy (EFSACMS) and an associated Governance mechanism provides an ideal vehicle for ensuring that SAC protection and improvement; LPA growth aspirations and public acceptance of change are realistically matched and properly funded.

7. North Waltham Forest

The comments offered in connection with Policies 6-11 should be considered alongside the more fundamental concerns raised above in relation to Policies 1 – 4, the apparent lack of adequate Habitats Directive assessments of the impact of the Spatial Strategy, and further detailed concerns raised below on Strategic Objectives 8 and 11.

The City Corporation is grateful for the recognition at 7.7 (page 54) of the contribution made by Epping Forest to the character of North Waltham Forest. The City Corporation is surprised by the observations regarding the 'linkage' opportunities outlined at 7.7 which are not depicted on the Vision Map (page 56). As its founding legislation predates Town and Country Planning legislation, Epping Forest relies heavily on Green Belt designation to lend the Forest support through the development control process. The City Corporation would welcome the opportunity to contribute to the current Green Belt Review. Given the recent relaxation of development control on Previously Developed Land or 'brownfield land' within NPPF, the City Corporation questions the need for the de-designation of the Green Belt in this area.

In the Vision for the North of the Borough (page 55) the City Corporation would challenge the proposed expansion of the Sewardstone Road Neighbourhood Centre, given the

proximity of Epping Forest and the long-term maintenance of the Sewardstone Corridor as a strategic gap between the Borough and Epping Forest District.

The City Corporation would also remind the Borough that Epping Forest extends all the way south to Forest Gate and therefore North Waltham Forest does not form a 'gateway to Epping Forest', unless the reference is to the District. The City Corporation is also mindful of the findings by Epping Forest District Council Green Belt Review regarding the quality of the Green Belt area between Waltham Abbey and Sewardstone. It is the City Corporation's view that the significant damage to the Green Belt by the developments at Gilwell Park and Meridian Way has been caused by previous poor planning decisions. Further damage should not be compounded to or inflicted upon the corridor by the densification of existing urban areas. The 'gateway' to Epping Forest should be celebrated by the lower density housing lauded in your description of the area at 7.6 (page 54).

Policy 17 – North Waltham Forest

The City Corporation welcomes the commitment at 17.F to managing the appropriate protection of the Green Belt, though would welcome a stronger commitment to the Green Belt role. The Policy would also benefit from a commitment to improve public open spaces seen in the other Spatial Strategy areas and in Policies 18-22, especially sites at Highams Park and Mallinson Park Wood, specifically seeing the better integration of the Wood with Epping Forest from which it is indivisible. Forest Land at The Sale and Highams Park represents the thinnest and least resilient compartment of Epping Forest measuring just some 200 metres in places. Given the vulnerability of this site, the proposed development of 450 dwellings at the nearby Neighbourhood Centre will present a significant challenge to the protection offered by the SAC.

THEMATIC POLICIES

8. Decent Homes for Everyone

***Strategic Objective 1** – 'Ensure a significant increase in the supply, choice and mix of high-quality new homes, particular delivering genuinely affordable homes to enable and encourage residents to stay in the Borough and strengthen communities.*

Policy 23 – Increasing Housing Supply

The City Corporation understands and recognises the Borough's ambitious targets for the construction of 18,000 dwellings by 2030 and 27,000 dwelling by 2035. The City Corporation supports the approaches outlined in Policy 23 regarding targeting new housing in strategic locations associated with facilities and transport hubs, but with the significant proviso of our comments on the Spatial Strategy Policies 1 – 4 and lack of assessment of impacts. The focus on developing brownfield land; residential intensification and optimised housing densities should ensure that calls for use of Metropolitan Green Belt Land for residential development are minimised. However, again these proposals need to be subject

to proper assessment and the Sustainability Appraisal (SA) must be reassessed in the light of the HRA (and any AA).

Policy 27 Housing Design

The City Corporation would support Policy 27.B.vi, which ensures that the calculation of external amenity space includes only open space that is genuinely accessible and usable by residents.

The City would also contend that Policy 27 needs to go further where developments affect the Epping Forest SAC. There are protective measures contained within the Conservation of Habitats and Species Regulations 2010 (the 'Regulations') that are designed to protect SACs that could be damaged by development consented within the Zone of Influence of a SAC. Under the Regulations, the local planning authority ('LPA') must consider whether development proposals (alone or in combination) in the proximity of a protected site are likely to have a significant detrimental effect on it. If so, they should refuse consent, although mitigation measures can also be taken into account (R (Hart DC) v. Secretary of State [2008] 2P&CR 16, para 76) including the provision of Suitable Alternative Natural Green Space ('SANGS'). Natural England has provided guidance on SANGs provision. http//sa-cd8d-appendix-4-sangs-guidance.pdf

The City Corporation encourages the Borough to adopt the SANGs initiative as part of the Local Plan approach to delivering housing close to SACs. If SANGS are offered, they must be real and deliverable, not hypothetical (R (Helford Village Company) v Kerrier DC [2009] EWHC400 (Admin) paras 39, 40) and if financial contributions are to be made in lieu of contributing land for SANGS, they must be applied to some definite and achievable effective mitigation measures – simply making payments is not enough (Wealden DC v SoS DCLG [2017] EWCA Civ 39, paras 30.

Mitigation measures provide for a system to reduce, avoid or offset the potential adverse environmental consequences of development activities. Their objective is to maximise project benefits and minimise undesirable impacts. Such mitigation measures can be in the form of preventative, corrective or compensatory measures. Prevention means that the potential impact is prevented or reduced before it occurs. Corrective measures reduce the impact to a level which is acceptable. If preventative or corrective measures fail, then compensatory measures are applied which will compensate for the unavoidable impact. The City Corporation urges the Borough to consider wherever possible corrective measures that will restore or create Forest habitats rather than seeking to compensate for measures which will respond to damaging activities.

Epping Forest is an attractive and compelling recreational resource for the people of East London and Essex. Whilst SANGS are considered to be an essential and effective mitigation measure to help ensure that visit rates do not increase, it has been identified that local residents enjoy using a variety of green spaces for their recreational activity including Epping Forest. It is likely therefore that residents living in new development will still visit

and use the SAC from time-to-time even with the provision of SANGS. The aim of strategic access management measures and associated monitoring is to therefore reduce the likelihood of any adverse impact on the SAC should residents from a new development choose to visit Epping Forest.

A combination of access management measures will be required to be delivered at Epping Forest to provide confidence that, even if the provision of SANGS on its own does not divert new residents from new development, there will be no increase in harm caused as a result of recreational pressure on the Epping Forest SAC. A range of measures will be introduced through a Strategic Access Management and Monitoring Strategy (SAMMS) which should be funded through a Mitigation Strategy Tariff.

Policy 31 – Small sites

Again, the City Corporation welcomes a commitment to developing or redeveloping small sites of less than 0.25 hectares through intensification of use. The City Corporation would however oppose the apparent exemption from the provision of external amenity space and would suggest that Small Sites are subject to a similar requirement on funding external amenity space as outlined in Policy 27.B.v. It is recommended that pooled contributions are collected for smaller sites through the Community Infrastructure Levy (CIL).

Policy 35 – Travellers

The City Corporation welcomes the Borough's commissioning of a Travellers Needs Assessment. It is the City Corporation experience through regular occupations, contrary to Epping Forest Byelaws, of Forest Land, especially within the Borough at Mill Plain, Woodford, that there is insufficient pitch provision for Travellers.

Policy provision for energy use by homes

Notwithstanding the proposals in Section 18 *'Ensuring Climate Change Resilience'* the City Corporation would welcome a specific Section 8 policy on energy use in new and existing homes which currently accounts for 14% of total UK emissions. In a new report 'UK housing: Fit for the future?' the Committee on Climate Change (CCC) warns that the UK's legally-binding climate change targets will not be met without the near-complete elimination of greenhouse gas emissions from UK buildings. The report finds that emissions reductions from the UK's 29 million homes have stalled, while energy use in homes emissions increased between 2016 and 2017.

Efforts to adapt the UK's housing stock to the impacts of the changing climate: for higher average temperatures, flooding and water scarcity, are also lagging far behind what is needed to keep us safe and comfortable, even as these climate change risks grow. Around 4.5 million homes overheat, even in cool summers; 1.8 million people live in areas at significant risk of flooding; and average UK water consumption is higher than in many other European countries. Cost-effective measures to adapt the UK housing stock are not being rolled-out at anywhere near the required level, the report finds.

Section 9. Building a Resilient and Creative Economy

Spatial Policies 14 – Forest Road (p48); 16 – Wood Street (p51); 17 – North Waltham Forest (North Chingford 7 Highams Park)(p57) and Thematic Policy 38 (p86) posit Borough Employment Areas (BEA) close to the Forest at Chingford Plain and Highams Park.

The narrative at 9.10 (p87) which argues that scale, noise, odours, dusts, emissions and hours of operation associated with industrial, manufacturing and logistical uses 'sit less comfortably' with sensitive uses such as housing. The City Corporation would take the view that the location of Strategic Industrial Locations (SIL) and BEA sites close to the Forest would also sit equally uncomfortably given the potential impact on the immediate environmental quality of the Forest. Again, we reiterate our comments above on Habitats Regulations Assessment process and likely significant effects.

The Borough is reminded that the *'London Plan Annex One - Opportunity and Intensification Areas'* (Item 32 *'Upper Lee Valley'* (p372) which states *'Any new development and infrastructure bought forward in this area must avoid adverse effects on any European site of nature conservation importance (to include SACs, SPAs, Ramsar, proposed and candidate sites) either alone or in combination with other plans and projects. The location, construction and design of new development and infrastructure should avoid- significant and cumulative impacts on European biodiversity sites'.*

Recognition of the Short-term rental market

The City Corporation believes that the Local Plan should reflect the Greater London planning restriction that affects short-term rentals, which have the potential to reduce the capacity of the rental market and distort long-term rents, building value and the availability to local residents. In most cases, short-term rentals are considered to be a "change of use" to residential premises as temporary sleeping accommodation.

Section 10. Promoting Culture and Diversity

The City Corporation is disappointed to see references to cultural attractions at 10.4 (p99) restricted to the Lee Valley, London Wildlife Trust and Borough's own cultural facilities. Reference to the Epping Forest cultural facilities within the Borough including The View Visitor Centre and the Queen Elizabeth's Hunting Lodge, together with the Epping Forest Collection which has enjoyed accredited Museum status for the past 3 years, has been overlooked, despite their inclusion in the London Borough of Culture. It is hoped that promotional Policy 45 (page 100) will include support for the Epping Forest elements of the Borough's culture.

The City Corporation recognises that Tourism Visitors play an important part in London's economy and would welcome a Policy position within the Local Plan that recognises this position. In 2012, London attracted nearly 28 million overnight visitors, comprising 16 million from overseas and 12 million from the UK. A significant number of these are for

business purposes. The capital also received 297 million-day visitors a year. Together they helped to support 253,000 jobs, nearly 5.5 per cent of the total employment for London. The sector employs 700,000 people – one in seven of the capital's jobs – and accounts for 11.6 per cent of the capital's GDP.

Tourism also strengthens London's reputation as an open and welcoming City and is central to the City's soft power. The industry is a key contributor to London's diverse cultural and retail offer as well as the night-time economy, and benefits both visitors and Londoners. The London and Partners Tourism Vision for London projects that, in 2025, visits to the capital will reach 40.4 million annually. Some 25.7 million of these will be international visits. But such growth and associated economic benefits will only be realised with a coherent vision and the means of implementation.

The industry believes this can be achieved through activity in four areas: Infrastructure and amenities: ensuring London can sustain and accommodate growing numbers of visitors; investing in culture, amenities and digital infrastructure. The City Corporation believes that the London Plan has overlooked the tourism value of Epping Forest as a cultural destination and would encourage the Borough to recognise through the Local Plan Policy the need to:

- Support the Epping Forest bid for World Heritage Status (See Section 16)
- would underline the importance of investing in culture and amenities within the Borough that are associated with Epping Forest
- Recognise the need to expand dedicated overnight visitor accommodation capacity in the Borough, which impacts on Section 8 objectives

11. Distinctive Town Centres and High Streets

Strategic objective – *'Support Waltham Forest's network of thriving, safe and accessible town centres, maintaining the distinctive role of each and making them accessible to all'.*

No comment.

12 Social and Community Infrastructure

Strategic Objective *– 'Ensure timely, strategic and local infrastructure investment and delivery to support good sustainable growth for communities both now and in the future, through working with partners, investors, developers and providers'.*

13 Promoting Health and Wellbeing

Strategic Objective – *'Improve the health and well-being of all who live and work in the borough'.*

The City Corporation would emphasise the importance the role of open spaces play in supporting and improving public health and wellbeing, drawing attention to City Corporation research in this area entitled 'Green Spaces – The Benefits for London'.

http://democracy.cityoflondon.gov.uk/documents/s27356/Green-Spaces-The-Benefits-for-London%20App1.pdf

The City Corporation would also draw attention to the importance of supporting and funding the pan-London provision of sporting facilities including the significant provision of 45 sports pitches on Wanstead Flats adjacent to the Borough and Hackney Council's provision of 82 sports pitches at Hackney Marshes.

14. Creating High Quality Places

Strategic Objective *– 'Promote exemplary standards of design in place-making and the highest quality of development'.*

No comment at this stage.

15. Sustainable Transport and Infrastructure

Strategic Objective *– 'Improve active and sustainable transport choices across the Borough and beyond building on the success of the 'Enjoy Waltham Forest programme', encouraging wider integrated walking and cycling routes'.*

Air pollution, air quality and transport
Strategic Objectives 1 and 2 need to be assessed in terms of their impact on Epping Forest SAC in relation to their likely effect on air pollution and air quality, both alone and in combination. As a comparison, the HRA for the Epping Forest District Local Plan concluded that adverse impacts on Epping Forest SAC in terms of air pollution could not be ruled out.

Air quality impacts, therefore, need to be assessed and understood in relation to the Borough's Local Plan. Authorisation for a plan or project may be given only on the condition that the competent authority is certain that the plan or project will not have lasting adverse effects on the integrity of the site concerned – i.e. where no reasonable scientific doubt remains as to the absence of such effects (*Commission v Poland,* C-441/17 at [114] - [117]). In addition, in relation to critical loads of nitrogen deposition and its effects (which additional traffic is likely to generate in the case of the proposals in the Borough Local Plan) Advocate General Kokott's Opinion in the Netherlands cases (C-293/17 and C-294/17) is also relevant. At paragraphs 62 – 63 of her opinion AG Kokott observed, in the context of nitrogen deposition, that:

> *"...it seems difficult, if not impossible, to accept values that are higher than the critical loads. These are intended to define scientifically based load limits for vegetation types or other protected assets, compliance with which means that pollutant deposition is not expected to have significant harmful effects even in the long term...*

Policy 67
The City Corporation welcomes Policy 67 – Liveable Neighbourhoods for All (p143) which reflects one of the City Corporation's five strategic objectives for Epping Forest.

16. Enhancing and preserving our Heritage

Strategic Objective – *'Ensure Waltham Forest's network of cultural, inclusive and sustainable neighbourhoods are safe and diverse, celebrating their locally distinctive character and heritage'*

The City Corporation would seek the Borough's support, ideally through a dedicated policy, for a long-term project to secure World Heritage Site (WHS) status for Epping Forest as cultural landscape that celebrates a rare survival of wood pasture; the most significant assemblage of veteran pollard trees in Northern Europe and the site of a widespread public campaign that saved the Forest and ultimately led to the formation of the National Trust, while also strongly influencing Sir Patrick Abercrombie's plans for Open Space in the 1938 London Plan and Sir Frederick Gibberd's Green Wedges in the Harlow Mark One New Town.

Policy 79 – Conservation Areas
Four of the Borough's 14 Conservation areas – Chingford Green; Woodford Green; Forest School and Leytonstone coincide with Epping Forest Land. The City Corporation believes that Policy 79 would benefit from the recognition that public open spaces can help define and reinforce the special character of Conservation Areas and should be subject to similar terms to Policy 79.D.

Policy 79.D may also benefit from wording that ensures that diseased, dead and hazardous trees should be removed and replaced with appropriate replacement plantings.

Policies 81 & 82
The City Corporation would encourage policies 81 & 82 (page 166) to consider the periodic review of non-designated Heritage Assets and Locally Listed Buildings, to consider whether such assets may be capable of formal listing. The City Corporation believes that while the Highams Estate has been disaggregated, with a surviving Red Book landscaping scheme, and a recognised and celebrated landscape designer in Humphry Repton, the Borough should consider a listing application for the Borough's Highams Park Open Space and the conjoined City Corporation-held Highams Park Lake site.

17. Protecting and Enhancing the Environment

Strategic Objective – *Enhance the Borough's natural environment and develop a multi-functional network of green and blue infrastructure to deliver benefits for all, including increased public access.*

The City Corporation welcomes parts of the statements made at 17.1 through 17.5, particularly the recognition of the importance of green and blue infrastructure. The City Corporation is however concerned that the Local Plan's strategic objective for the natural environment is surprisingly narrow and fails to recognise a range of ecosystem services beyond those associated with public access.

Biodiversity duty

Of great concern to the City Corporation is that the Strategic Objective 11 does not mention biodiversity. This Strategic Objective 11, in our view, should signal very clearly the key duty of Local Authorities under the Natural Environment and Rural Communities Act 2006 (Section 40) to conserve biodiversity. At a time of an unprecedented biodiversity crisis the narrowness of this objective seems perverse, particularly with *biodiversity net gain* becoming the new target for public authorities, rather than simply trying to conserve an under-pressure and dwindling part of our natural world. Paragraph 17.1 states that there is an extensive "resource", including Epping Forest, and proposes "maximising the benefits", seemingly without any consideration of how these existing natural systems would be able to cope with an intensification of use and access.

Although Policy 86 addresses biodiversity issues, they are largely dealt with through the prism of development; as an adjunct to and secondary to development. For example, Policy 86.C refers to "enhancement where appropriate" and Policy 84.C.iii states that development should increase "biodiversity value". These are welcome statements but relate only to development and are made in isolation without a clear over-arching Objective.

We would contend, especially given the need to "buffer" the internationally important Forest, that biodiversity issues need to be integral to and uppermost in decision-making across the whole Borough (see below for further discussion of the duties of a "Competent Authority" under the Habitats Directive).

Tranquillity

Tranquillity and semi-naturalness were the two highest rated features of Epping Forest from the Parish and community stakeholder groups whose opinions were sought for the Epping Forest Quality of Life report 2003 (Levett-Therival), and more recent visitor surveys. The "natural aspect' of the Forest, - a forerunner of today's 'natural beauty' descriptor for National Parks and areas of Outstanding Natural Beauty -, and its links to the surrounding ancient 'Purlieu' countryside that evolved with it, providing the commoner's outbye or lay-back support land are fundamental to the Forest's value to the people and to the Forest's future protection. Similarly, the retention of Dark Skies are also an important measure of the protection of the Forest. |The City Corporation looks forward to working with the Borough to continue to protect the whole Forest, and not just the SAC from windfall, small-scale, as well as large developments, that might erode these important elements.

Other Evidence Base documents relating to Strategic Objective 11

It is disappointing to note that at the Regulation 18 stage of the Local Plan process key

documents such as the Open Space Strategy; Playing Pitch Strategy; Green and Blue Infrastructure Study and Green Belt Review are only 'in process'. It is hard to understand how these key strategic documents, involving complex issues, can be properly integrated into the Local Plan at a relatively late stage, with limited potential for public scrutiny of what will be the Regulation 19 submission. The City Corporation considers that it is significant that it has not been contacted by consultants working in relation to any of these key documents despite the City Corporation's ownership of a third of the green infrastructure in the Borough. At this point, therefore, we wish to make clear our readiness to work with the Borough on these issues.

Policy 84 – Green Infrastructure and the Natural Environment

The European Commission describes Green Infrastructure as a strategically planned network of natural and semi-natural areas with other environmental features designed and managed to deliver a wide range of ecosystem services such as water purification, air quality, space for recreation and climate mitigation and adaptation. This network of green (land) and blue (water) spaces can improve environmental conditions and therefore citizens' health and quality of life. It also supports a green economy, creates job opportunities and enhances biodiversity. The *Natura 2000* network constitutes the backbone of the EU green infrastructure.
https://ec.europa.eu/environment/nature/ecosystems/strategy/index_en.htm

For Green Infrastructure, taking up our points made above about the Strategic Objective 11's narrowness, the City Corporation would encourage a more progressive approach to green infrastructure stewardship focusing on a Restoration Prioritisation Framework that would guide CIL investment from development towards key Borough priorities, rather than funding local and possibly low-priority schemes.

Policy 86 – Biodiversity and Geodiversity

Competent Authority duty
This policy needs to be explicit about the Borough's role as a 'Competent Authority' under the Habitats Regulations 2017 (Habitats Directive). It needs to set out that under the law, as Competent Authority, the Borough is responsible for ensuring that its Local Plan must not have an adverse effect on the integrity of Epping Forest SAC either alone or, importantly, in combination. In order to assess the impact of the Plan it is a requirement that the Plan is subject to a Habitats Regulations Assessment (HRA) and, if necessary, a more detailed Appropriate Assessment. An HRA needs to be carried out early in the Plan process. The significant effects on the Epping Forest SAC are likely to come from three impact pathways:

a) disturbance from recreational pressure;
b) intensification of existing urbanisation impacts; and
c) atmospheric pollution from Nitrogen Oxides (NOx) and Ammonia (NH3), particularly from increased traffic and congestion. Therefore, we are concerned that the Evidence Base (Section 2, Table 2.1, of the LBWF Local Plan Appendices document) does not include reference to an HRA.

The Policy 86 (86.H) does not reflect these requirements. It does not emphasise the international importance of the Forest nor its irreplaceability. Moreover, it significantly confuses matters by presenting a mishmash of statutory and non-statutory designations and by mentioning some sites and not others. Significantly, and irrespective of Policy 87 (see comments below), this approach has the effect of diluting the "policy message" statutory protection afforded to the Forest. In doing so it does not address the strict and more stringent requirements of the Habitats Directive. It does not highlight the need for a SAC Mitigation Strategy to be agreed and in place prior to development permissions. As it stands, Policy 86 is significantly defective and, in our view, would not be legally compliant if it remains unchanged at Regulation 19.

The City Corporation would wish to work closely with the Borough and Natural England, as early as possible, to ensure that an HRA is conducted in a manner that will ensure that it addresses all the SAC issues. Crucial to this, and the protection of the Forest, is a EFSACMS which would be integral to the HRA (and possible AA). This must be developed ahead of the Regulation 19 Plan. At the moment an *interim* Mitigation Strategy has been discussed at a meeting in March 2019, but there remains no governance of the process to develop the Strategy and no obvious coordination with other Competent Authorities, including Epping Forest District Council and the neighbouring London Boroughs, despite correspondence from Natural England and the City Corporation.

The statement heading Policy 86. A-J (pages 176-177) could be interpreted as suggesting that Policy 86 is only concerned with proposals that directly affect biodiversity and geodiversity. As currently constituted Policy 86 could be interpreted to indicate that where there is no biodiversity impact associated with a development there would be no requirement to add features for biodiversity or maintain new exposures of geodiverse interest. LPAs are guided by the NPPF when developing planning applications to encourage opportunities. At section 175.d NPPF states *'.. to incorporate biodiversity improvements in and around development ..., especially where this can secure measurable gains for biodiversity'*. The Policy could more positively state that it is seeking to expand and improve biodiversity abd geodiversity resources in the Borough.

The City Corporation supports Policy 86.B regarding biodiversity site surveys but would challenge the Borough that while the term 'major development' is not defined in the Glossary, smaller-scale developments could equally have an adverse impact on biodiversity and geodiversity. The City Corporation would challenge the Borough to broaden the development range under which biodiversity survey is a requirement.

Policy 87 – The Lee Valley Regional Park and Epping Forest

The City Corporation welcomes the recognition given in the draft Local Plan to both Epping Forest and the Lee Valley Regional Park as major assets for the Borough. However, given the relative size of Epping Forest's contribution, and its alphabetical sequencing, it is surprising that Epping Forest is mentioned after, rather than before, the Regional Park.

A separate Policy for Epping Forest as a whole, not just the SAC parts, is welcome as the Forest should be considered holistically. However, as discussed in detail above Policy 87 needs to be explicit about the protection afforded to the SAC. The Mitigation Strategy should be clearly stated as a sub-Policy within this Policy 87. Furthermore, we would wish to see this Policy not just framed in terms of references to development but also see a statement about partnership working between the Borough and The City Corporation to buffer and enhance the Forest environment and integrate green infrastructure elsewhere in the Borough with the Forest's open space. This latter issue of integration would consider the use of native tree species close to the Forest for example and even the use of Forest tree seeds in providing new trees in remaining green infrastructure areas.

Green corridors and SANGs

The Green Arc

As an Outer London Borough, Waltham Forest has a particular role to play in developing links through Green Corridors to Green Arc. Green Arc is designed to be a larger, accessible protected area in which the Forest would be embedded, and the Borough clearly linked through the Lee Valley and Roding corridor. Green Arc also points the way to the importance of Suitable accessible Greenspaces and corridors (SANGS or SANGSC) which will be the key change required in the Local Plan if it is to provision enough new open space in the face of the step change which is being proposed in the number of housing units and residents. These new residents will require both built and natural green infrastructure if the quality of life is to be maintained or improved and if the wildlife and wilderness or semi-natural values of nature conservation sites are to be sustained for the long-term.

The Green Arc is referenced in *The London Plan* and we would expect its vision to be set out in this Local Plan. Such an explicit and integrated approach to the Borough's Green Infrastructure is fully in accord with the London Plan's current wording about the protection of links between the Lee Valley and Epping Forest. Also, such a proactive and clear approach to green infrastructure would allow developers to respond positively. It would also allow better planning for the embedding of sustainable transport links (e.g. cycling routes, safe routes to schools, quiet ways) and other constructed infrastructure within the green infrastructure in a way that complements, or at least fits in, rather than erodes or disrupts the most valuable environmental assets.

Policy 87 B. & C

The clarity indicated in Policies 86.I and 88.A regarding no adverse impacts on geodiversity or the water environment sets an appropriate standard which would be welcomed for the Lee Valley and Epping Forest content.

Policy 87.D – Development Impacts

The text within Policy 87.D needs to be altered to reflect the Boroughs role as a 'Competent authority' under the Habitats Directive. Similarly, the text at 17.22 (page 180) needs to be reflected as part of the Policy process, with specific policy points made regarding

Competent Authority status; Appropriate Assessment; Mitigation Strategy; Mitigation Tariffs to manage recreational impacts; SANG creation and declining air quality.

Vision Statement (page 12)

Epping Forest's Vision

The Borough's Vision Statement for the Local Plan 'Waltham Forest as a place of leisure'(page 12) references the role of the City Corporation. A positive way of cementing the links between the Borough and the City Corporation would be the outlining of the Vision for Epping Forest. We would request that this is included and set out in full in the future drafts of the Local Plan (at Reg 19 and beyond). We consider that it is most important that this Vision is reflected in the Local Plan Vision, given that it came out of joint working with the Borough and other authorities, in developing a vision for the Forest (*Quality of Life* Report 2003 – Levett-Therivel).

OUR VISION

A world-class green space that benefits our local community and enhances our environment.

OUR MISSION

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

OUR STRATEGIC PRIORITIES

1. **A welcoming destination for all**

We will ensure that Epping Forest remains a high-quality destination for the 4.4 million visitors who benefit annually from the Forest and its environs. We will encourage the widest range of visitors by increasing accessibility where practicable and with arrival points that provide welcoming infrastructure, whilst preserving the wildness of the Forest. Through positive engagement with the wider community we will build practical support and advocacy for the Forest and will be proactive in our responses to anti-social and illegal behaviours to maintain a safe and clean space for visitors.

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

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

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

We will promote the Forest's strategic role in making London an exciting and healthier place to work and live. With improved connectivity to London through sustainable travel, we will promote the Forest as a wonderful place for exploring (with cared-for trails, promoted routes

and mapping), a destination for recreation and diverse leisure pursuits, and a location for formal sports facilities. In promoting the Forest, we will respect the balance of needs of all visitors and those of the natural environment.

4. A series of heritage landscapes which are protected and celebrated
We will work with our stakeholders, partners and communities to promote public knowledge and understanding of the Forest's natural heritage, and the environmental management required to maintain the Forest and its status as a celebrated, unique and internationally significant conservation and heritage landscape. And we will work to protect and interpret the Forest's built heritage, monuments, gardens and archaeology, recognising and promoting the Forest as a protected and conserved area and buffer land that is resistant to building encroachment.

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

18. Ensuring Climate Change Resilience

Strategic Objective – ***Waltham Forest builds it resilience through addressing sustainability, efficient waste management and the effects of climate change through all stages in the development process'.***

The City Corporation welcomes the Borough's commitment to minimise any further impact on the natural environment by climate change.

Please see the City Corporation's comments on a Housing specific energy conservation policy at section 10, and air pollution at section 15.

Policy 96 – Managing Flood Risk
Epping Forest already provides three Flood Storage Schemes as part of its wider ecosystem services approach. The City Corporation would welcome a Policy amendment that provided for catchment management systems that maximise the opportunities to manage surface run-off to augment water bodies within the Forest which are being depleted of water as gravel groundwater levels continue to fall during periods of prolonged global heating. A good example would be flooding caused on the Whipps Cross Hospital campus caused directly by flow from Hollow Ponds in time of spate. Pumping and attenuation infrastructure could help manage sustainable water supplies to water bodies that are increasingly compromised by low summer rainfall.

Policy 99 should also reference the flood risk associated with Large Raised Reservoir potential dam failures on Forest Land at Connaught Water and Highams Park.

19. Promoting Sustainable Waste Management

Strategic Objective – *Waltham Forest builds it resilience through addressing sustainability, efficient waste management and the effects of climate change through all stages in the development process'.*

Policy 99 – Waste Management

To offer continuity through the development process the City Corporations believes that the Borough should develop a growth profile is prepared through a staged process, that calculates the arisings per head by dividing annual arisings by population or household data to establish short- and long-term average annual growth rates per household and factors in a range of different scenarios, e.g. constant rate of growth, progressively lowering growth rates due to waste minimisation initiatives. The final forecast can then be modelled with scenarios based on the long- and short-term rate of growth per household, together with household forecasts.

20. Delivering the Plan

It is again disappointing the City Corporation is not listed at 20.5 (page 204) as a potential partner in the Borough's place-shaping role.

The text at 20.11-20.19 for Planning obligations and Community Infrastructure Levy (CIL) will also need to reflect the Epping Forest SAC Mitigation Strategy funding tariff regime associated with managing recreational impacts; SANGS and SANGSC provision and air quality management. Similarly, Policy 100 will need to be amended to reflect the SAC mitigation tariff, ideally as a third adjunct beyond Policy 100.G-I - Planning Obligations and 100.J-K – Community Infrastructure Levy.

The City Corporation would also welcome a clearer process on how the substantial areas of Greenspace provided within the Borough by the City Corporation and Lee Valley Regional Park could seek and be awarded CIL proceeds.

The Borough's attention is drawn to Government Guidance regarding CIL which states 'The Conservation of Habitats and Species Regulations 2017, as amended, require local authorities to avoid or mitigate the impact of increased human activity on certain habitats and species in protected areas, namely Special Areas of Conservation and Special Protection Areas.

LPAs are responsible for securing adequate mitigation for protected site impacts. Such measures are taken into account via an appropriate assessment when considering impacts on the protected site(s). They may choose to use their levy income to provide new or

improved areas of open space (such as Suitable Alternative Natural Greenspace (SANGS) or similar approaches) which provide recreation space to deflect visitors, as part of a suite of measures to reduce the impacts on protected sites arising from development. Suitable Alternative Natural Greenspace are open space and are within the levy definition of infrastructure.

If delivering Suitable Alternative Natural Greenspace, local authorities must put in place a system which ensures that mitigation is delivered at a time and place when it will be effective. To ensure compliance with the Conservation of Habitats and Species Regulations 2017, the local authority must be clear that it intends to prioritise the use of the levy to deliver Suitable Alternative Natural Greenspace and maintain its effectiveness in the long term. Where it is appropriate to do so, this should be set out in the relevant plan (the Development Plan and the London Plan in London) and could also be included in the infrastructure funding statement.

The guidance also indicates that CIL proceeds can also be passed to third parties such as the City Corporation for investment to relevant infrastructure improvements. Guidance also states that funding can be directed outside the immediate area to support investment in SANGs where suitable areas are not available within the LPA area. 'Charging authorities may pass money to bodies outside their area to deliver infrastructure that will benefit the development of the area. For example, these bodies may include the Environment Agency for flood defence or, in 2-tier areas, the county council, for education infrastructure (regulation 59(4)).

If they wish, a number of charging authorities may pool funds from their respective levies to support the delivery of infrastructure that benefits the wider area, for example, a larger transport project where they are satisfied that this would also support the development of their own area. See 'Can groups of charging authorities pool a proportion of their Community Infrastructure Levies?' This could include, for instance, funds to support the delivery of Suitable Alternative Natural Greenspace. Authorities are strongly encouraged to consider growth planning priorities for their area at Local Enterprise Partnership or equivalent broad area level in determining levy spending priorities'.

Conclusion

In conclusion, the City Corporation welcomes the ambition and objectives of the Borough's Local Plan and encourages the Borough to give further serious consideration to the impact of the Plan's proposals on the statutorily protected areas of Epping Forest.

The City Corporation seeks the opportunity to work with both the Borough and Natural England to ensure that the Regulation 19 version of the Local Plan guarantees that an enhanced Epping Forest remains a valuable asset to the Epping Forest Trust, the Borough and the nation, but most of all to Londoners who make 4.2 million visits each year.

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Signed



Mr Graeme Doshi-Smith
Chairman of The Conservators of Epping Forest
30th September 2019

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Committee(s): Epping Forest Consultative – For Information Epping Forest & Commons – For decision	**Date(s):** 23 10 2019 18 11 2019
Subject: City of London Corporation response to the Barts Health NHS Trust Public Consultation on the Future of Whipps Cross Hospital (SEF 42/19b)	**Public**
Report of: Director of Open Spaces	**For Decision**
Report author: Paul Thomson. Superintendent of Epping Forest	

Summary

The Barts Health NHS Trust published public consultation documents in September 2019 relating to options for the future of the 44.13-acre Whipps Cross University Hospital site, adjacent to Epping Forest land at Leyton Flats, which forms part of the Epping Forest Special Area of Conservation.

Some of the options propose an intensification of the use of the site through a housing-led approach, which would see the addition of substantial housing and leisure development. This development has the potential to impact on the Epping Forest Special Area of Conservation at Leyton Flats.

Recommendation(s)

Members are asked to:

- Consider the comments made by the Consultative Committee on the proposals made by the Barts Health NHS Trust
- Approve a response to the public consultation on the future of the Hospital in line with comments for the Whipps Cross Strategic location.

Main Report

Background

1. Whipps Cross Hospital started life in 1894, following the purchase of the Forest House and Gardens which overlooked the Forest at Leyton Flats. The West Ham Union Workhouse opened an annexe known as Forest House Annexe to care for sick and elderly inhabitants of the workhouse, while they raised funds to construct a new infirmary accommodating 672 beds in 24 wards, which opened as the West Ham Union Infirmary in 1903.

2. The Infirmary, and during the Great War of 1914-1918 cared for thousands of wounded servicemen. In 1917, the Infirmary changed its name to Whipps Cross

Hospital, in 1992, Whipps Cross University Hospital became a trust hospital, and following the development of teaching links with South Bank University, in 2001 it became Whipps Cross University Hospital NHS Trust. In 2012, Whipps Cross, Newham and Barts and The London merged to form Barts Health NHS Trust.

3. Between 2001 and 2005, the Epping Forest and Commons Committee considered proposals from Whipps Cross University Hospital NHS Trust for the redevelopment of the hospital site including a 25% increase in the size of the hospital, enlarged associated infrastructure and new residential accommodation and consequently a new vehicular access road across Epping Forest land. These proposals were eventually abandoned by the Trust.

4. In 2011, the Government-sponsored Independent Reconfiguration Panel considered options for the provision of services at Whipps Cross and King George Hospitals will enable the provision of safe, sustainable and accessible health services for the area. A widespread public campaign resulted in the retention of Accident and Emergency and Maternity Services at Whipps Cross.

5. Whipps Cross Hospital has been rated as 'improving' in 2018, two years after being placed in special measures by the Care Quality Commission. The layout and condition of the buildings within the hospital campus were cited as a key issue for Barts Health NHS Trust.

Current Position

6. In August 2018, NHS Improvement confirmed it support for Barts Heath NHS Trust to develop detailed proposals for the redevelopment of the 44.13-acre (17.86 hectare) Whipps Cross University Hospital site, building on work previously undertaken as part of its original Strategic Outline case submitted during 2016/17.

7. In September 2019, the Government pledged £2.7 Billion in new funding to support hospital projects including Whipps Cross Hospital.

8. As indicated in the associated report regarding the City Corporation's response to the London Borough of Waltham Forest Regulation 18 Local Plan, the Plan's dedicated Policy 11 proposes 1,700 new homes in the Whipps Cross Area 'Strategic Location', while committing to the protection and enhancement of Epping Forest.

9. As outlined in the associated report for the Leyton Flats Integrated Site Plan the 78.03 ha Leyton Flats site is already the Forest's most popular location, with over 440,000 visits each year and insufficient provision in terms of visitor infrastructure to cope with the current or increased level of visiting. The Site of Special Scientific Interest compartment covering Leyton Flats is currently rated as 'Unfavourable no change'. The Epping Forest Special Area of Conservation (SAC) Mitigation Strategy already identifies Leyton Flats as a focus for Mitigation interventions.

10. The Barts Health NHS Trust published in September 2019 public consultation documents in relation to options for the future of the Whipps Cross University Hospital site. Some of the options propose an intensification of the use of the site through the addition of housing and leisure development which has the potential to impact on the Epping Forest Special Area of Conservation at Leyton Flats. The consultation closed on the 15 November 2019, though Barts have agreed to receive your Committee's views after this date.

Corporate & Strategic Implications

11. The recommendations of this report support the Corporate Plan with particular reference to the following aims:
    a. Contribute to a flourishing society
    i. People enjoy good health and wellbeing
    ii. Communities are cohesive and have the facilities they need.

    b. Shape Outstanding Environments
    i. We inspire enterprise, excellence, creativity and collaboration
    ii. We have clean air, land and water and a thriving and sustainable natural environment
    iii. Our spaces are secure, resilient and well maintained.

12. And supports the Open Spaces Business Plan as follows:
    a. Open Spaces and historic sites are thriving and accessible.
    i. Our open spaces, heritage and cultural assets are protected, conserved and enhanced
    ii. London has clean air and mitigates flood risk and climate change

Implications

13. **Financial:** There are no immediate financial implications for responding to the Consultation. However, the added visitor pressure associated with any new development is likely to have ongoing financial implications for the Local Risk budget.

14. **Consultative Committee**: The Consultative Committee expressed their thanks to the Barts Health NHS Trust for presenting to the Committee. In response to a presentation regarding the pressing need to redevelop the ageing and poorly integrated hospital site, Members of the Committee raised a number of points and concerns regarding the development ranging from the adequacy of parking onsite and the impact this has on Leyton Flats car parks to concerns about creating a new neighbourhood so close to the SAC/SSSI site. There was surprise that the proposal was considered to be housing-led and members questioned whether sufficient space would be retained for future hospital expansion. At this early stage Barts were unable to answer questions regarding construction timescales; a zero carbon commitment for the building project, land swaps or returns with the Forest and the amount of residents parking which would be provided onsite. Barts also made a commitment to ensure that the

residents of Loughton many of whom rely on Whipps Cross hospital would be consulted.

15. **Charity:** Epping Forest is a registered charity (number 232990). Charity Law obliges Members to ensure that the decisions they take in relation to the Charity must be taken in the best interests of the Charity.

16. **Equalities & diversity:** An initial screening exercise of the equality impact of this decision has been undertaken by the London Borough of Waltham Forest. At this stage, it is considered that there are no negative impacts on the protected equality groups.

17. **Exiting the European Union (EEU)**: The main influence of EU law on development close to the Epping Forest SAC relates to the Environmental Assessment of Plans and Programmes Regulations 2004 (the 'SEA Regulations') and the Council Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna & Flora, which is incorporated into UK law as the Conservation of Habitats and Species Regulations 2017 (the 'Habitats Regulations'). The future influence of existing EU Directives and the Regulations may be affected by the EU and will also be consequent on the terms reached with the EU as part of Brexit negotiations and the future governments views on 'Retained EU law' contained within the EU (Withdrawal) Act 2018.

Conclusion

18. The Barts Health NHS Trust Public Consultation Document on the future of Whipps Cross Hospital sets out potential options for the site which could result in a major expansion of the residential and leisure potential of the hospital site. The scheme is also reflected in the London Borough of Waltham Forest Local Plan which is the subject of a separate report. The potential impact of a major development at the hospital site adjacent to the Epping Forest SAC at Leyton Flats is likely to be very significant. Subject to an Appropriate Assessment, the Epping Forest SAC Mitigation Strategy will play a pivotal role in managing the impact of intensification of the hospital site on Leyton Flats.

Appendices

- Appendix 1 – Paper
- Appendix 2 – Barts Health NHS Trust – Public Consultation Document (Sept 2019)

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NHS
Barts Health
NHS Trust

Report to the Trust Board: 11 September 2019	TB 49/19

Title	Whipps Cross Redevelopment Programme
Accountable Director	Ralph Coulbeck, Director of Strategy
Author(s)	Alastair Finney, Redevelopment Director, Whipps Cross
Purpose	To provide an update on the progress of the Whipps Cross redevelopment programme, including upcoming key milestones and next steps
Previously considered by	Group Executive Board

Executive summary
In August 2018 NHS Improvement confirmed its support for Barts Health to develop detailed proposals for the redevelopment of Whipps Cross Hospital, building on the work completed in 2016/17 as part of the original Strategic Outline Case (SOC). This was reaffirmed in January 2019 when, as part of the outcome of the national STP capital bidding process, Barts Health was asked to work up the redevelopment proposals in more detail and to secure STP support for a refreshed business case that took account of the capital constraints. This paper provides an overview of progress on the work being undertaken to develop a refreshed SOC. This includes an update on: a health and care services strategy for the future of the Hospital that clinicians have been working on; the emerging 'masterplan' options for the Whipps Cross site; and the communications and engagement work planned for the autumn. The communications and engagement plan includes activity in October 2019 that proposes publishing a summary of the key outputs from the health and care services strategy and a public meeting at which updates on key elements of the programme will be presented. It is expected that the refreshed SOC will be finalised by the end of 2019.

Related Trust objectives
- SO3 Service Transformation, SO5 Improving our Infrastructure

Risk and Assurance	This report provides assurance in relation to the above objectives
Related Assurance Framework entries	7. Failure to define in detail and implement the clinical and organisational strategy impacts on sustainability and development. (C6)

Legal implications/ regulatory requirements	None

Action required by the Board
To note and discuss progress on the redevelopment programme, including the key workstreams that will form the basis of the refreshed SOC and SOC submission timescales

BARTS HEALTH NHS TRUST

REPORT TO THE TRUST BOARD: 11 SEPTEMBER 2019

WHIPPS CROSS REDEVELOPMENT PROGRAMME

INTRODUCTION

1. In August 2018, NHS Improvement (NHSI) confirmed its support for Barts Health to develop detailed proposals for the redevelopment of Whipps Cross Hospital, building on the work completed in 2016/17 as part of the original Strategic Outline Case (SOC).

2. This paper provides an update on the progress to develop the refreshed SOC, including the options that have emerged through that work for the redevelopment of the site. We should expect the work on the SOC to be completed by the end of 2019.

CONTEXT

3. The original SOC established the case for change and vision for Whipps Cross, securing broad consensus from health and local government partners. The current hospital buildings are unsuitable to deliver 21st century healthcare today, let alone in the future, with projected increases in both the demand and the complexity of patients. The vision then – and now – is to develop an integrated health and wellbeing campus alongside housing, leisure, culture and other facilities, providing significant benefits for the local community.

4. In line with NHSI's steer, the redevelopment programme was re-established in 2018 to build on and to strengthen that initial work. It comprises a number of inter-related workstreams that, taken together, will form the basis of a 'refreshed' SOC. The creation of a **health and care services strategy** for Whipps Cross Hospital will inform the future model of care and service requirements - this will drive the space and design brief for the new hospital. This is key to understanding the potential scope and cost of the redevelopment and informs the production of **masterplanning** options for the use of the overall site.

5. A programme team, led by Alastair Finney, Redevelopment Director, is overseeing the detailed work on the SOC, supported by staff across Whipps Cross and Barts Health and health, social care and local authority partners, as well as relevant expert advisors. A redevelopment partnership board (see **Annex A**), chaired by Alwen Williams - with broad senior representation from across the Trust, the wider health system and local government - meets monthly to steer and provide overall oversight.

HEALTH AND CARE SERVICES STRATEGY

6. The redevelopment of the Whipps Cross site offers an opportunity to do more than just operate within a different building. The programme of work and its system-wide focus allows us to redefine models of care and drive improvements in outcomes and patient experience, as well as seeking a sustainable solution to increasing demands on the hospital.

7. Since February 2019, clinicians across Whipps Cross, Barts Health and local partner organisations have been working together to develop a health and care services strategy for Whipps Cross Hospital. This has involved close to 200 individuals across 12 clinical working groups. The outputs from the working groups have been reviewed by the Clinical Senate for North East London and endorsed internally - ensuring consistency with Trust-wide work such as the emerging surgical strategy - and by the redevelopment partnership board.

8. The key conclusions of this work are twofold. First, confirmation that Whipps Cross should continue to deliver all the core services currently provided - such as Accident and Emergency and consultant-led maternity services - but the models of care for many of these services should be delivered differently in the future. Common features of the new models of care envisaged include: faster access to specialist treatment; rapid diagnostics and same-day results; better care co-ordination; and closer working with primary care providers and community services to deliver more care closer to people's homes.

9. Second, Whipps Cross can become a centre of expertise for the multidisciplinary management of frail and older people, providing services focused on fragility, mobility, vision, hearing and balance for the whole population served by Barts Health. This could be cemented by a significantly enhanced provision of a research, education and training offer to those involved in the care and treatment of frail and older people. Moreover, the opportunities that the wider site presents for the co-location of multi-agency teams supports the vision of integrated care for the population.

10. The strategy is well aligned to the aspirations in the NHS Long Term Plan (LTP) and will form a key part of the East London Health and Care Partnership's LTP response. This is critical, as the vision for Whipps Cross cannot be delivered without the support of the wider local system, particularly in supporting those people who do not need to be treated in hospital and could be cared for closer to or in their homes. Waltham Forest and Redbridge CCGs are developing integrated care strategies, which will be important enablers for the delivery of the Whipps Cross vision.

HOSPITAL DESIGN AND MASTERPLANNING

11. Work is well under way to take the outputs of the Health and Care Services strategy - alongside broader assumptions about the anticipated provision of non-clinical services - to develop requirements for a new hospital. This involves detailed work with technical experts, drawing on advice and inputs from a range of clinical,

operational and non-clinical staff across the Trust. Due to be completed by the end of September, this initial work will result in a set of 'design principles' for the building of a new hospital, alongside a detailed 'spatial brief' that will confirm the anticipated size of a new hospital based on a 'schedule of accommodation' for each department.

12. The size of the Whipps Cross site – 17.86 hectares – presents a unique opportunity not just for a new hospital but also for a wider healthcare and wellbeing campus, hundreds of new homes and retail, leisure and other facilities, bringing jobs and investment into the community. Last year, working jointly with the London Borough of Waltham Forest and funded as part of the national One Public Estate programme, an architectural firm was appointed to undertake a preliminary masterplanning study on the opportunities and constraints of redeveloping the site.

13. Building on that initial work and with further specialist input, as well as expert advice from a range of professionals across the Trust and wider health system, we have developed five 'high level' options for a site masterplan. In line with the requirements for a SOC, as set out in HMT's 'Green Book' guidance, the options include both 'Business as usual' and 'Do Minimum', as well as three full hospital redevelopment options that are faithful to the options in the original SOC, but go further by identifying specific locations on the site for the redeveloped hospital.

14. In summary, the options are as described below - to aid orientation, these should be read alongside the site map enclosed at **Annex B**:

    - A. 'Business as usual' – this is the continuation of current arrangements as if the intervention under consideration were not to happen other than managing backlog maintenance including essential infrastructure works, patient safety and fire compliance measures

    - B. 'Do minimum' – this is the minimum intervention required to deliver core objectives and would essentially include activities under Option A plus some additional investment, for example to introduce a new ward block on the site to re-provide the clinical services currently housed in the 1930's buildings

    - C. This would involve building a single-phased new hospital on the site of the former nurses accommodation

    - D. This would involve building a single hospital site but over two phases, covering the current 1930's site and the James Lane site

    - E. This would involve building a single hospital, again over two phases, but differing to Option D by straddling Hospital Road and covering the current James Lane site and the Maternity site

15. The task now being undertaken, in line with HMT guidance, is to assess each of the options in detail against a set of Critical Success Factors (CSFs – at **Annex C**). These were largely agreed as part of the original SOC and include consideration of a range

of key issues, from the extent to which an option supports the transformation of services for patients, to its affordability in capital and revenue terms, to planning and access issues. One additional CSF has been added since the original SOC, which stresses the importance of demonstrating an achievable plan given town planning constraints and one that minimises impact on ecological and protected areas.

16. The refreshed SOC will include an examination of the options, putting forward a 'preferred way forward', pending further detailed work at Outline Business Case (OBC) stage to assess them and agree a preferred option.

COMMUNICATIONS AND ENGAGEMENT

17. Effective communication and engagement with staff, patients, the public, their representatives and local community groups is critical to the success of the redevelopment, to ensure people are kept informed, to engage and gather feedback on emerging proposals and to build support and momentum for the redevelopment.

18. A variety of work has been undertaken during 2019, including: a programme of proactive outreach meetings with 40 community groups and speaking to over 700 people; meetings with patient representative groups, including the hospital's Patients' Panel; the establishment of a Community Engagement Action Group (CEAG); staff newsletters and workshops; and hosting visits to the hospital, such as that from the Secretary of State for Health and Social Care on 11 March, which attracted positive news media coverage.

19. In keeping with the progress of the programme - with an emerging service strategy and high-level options for the future of the site to discuss - we are stepping up our communications and engagement plans. Drawing on feedback from groups, a comprehensive plan has been produced that includes:

    - in **September**, sharing the masterplanning options in order to secure staff's, the public's and wider stakeholders' views on them which will, in part, inform the options appraisal as part of the development of the SOC, alongside publishing the report of the preliminary masterplanning study on the opportunities and constraints of redeveloping the site;

    - in **September**, a revamping of the redevelopment programme's website, so that all stakeholders have easy access to information on the redevelopment and which encourages meaningful interaction with the programme team;

    - in **October**, publishing a summary of the key outputs from the Health and Care Services strategy work, acknowledging that this work would be strengthened by engaging with patients and the public on the emerging ideas and proposals. This report - together with material on the masterplanning options and on the 'design principles' and 'spatial brief' for the new hospital - will underpin a series of communications and engagement activities for the remainder of the autumn;

- in **October**, a series of workshops for staff and community organisations to hear their views and answer questions, as well as ongoing proactive outreach through the CEAG and other means and opportunities to feedback online;

- on **15 October**, a public meeting in Leytonstone School, at which updates on key elements of the programme will be presented, with members of the public having the opportunity to ask questions and express views;

- in **November**, synthesising the feedback we hear, which will be key in supporting the work to finalise the SOC before the end of the year; and

- significantly strengthening **ongoing engagement** over the autumn and beyond, through establishing a patient and public reference group – with representation on the redevelopment partnership board - a residents' group and a staff engagement group and cementing them as integral parts of refreshed governance arrangements for the programme.

CONCLUSION AND NEXT STEPS

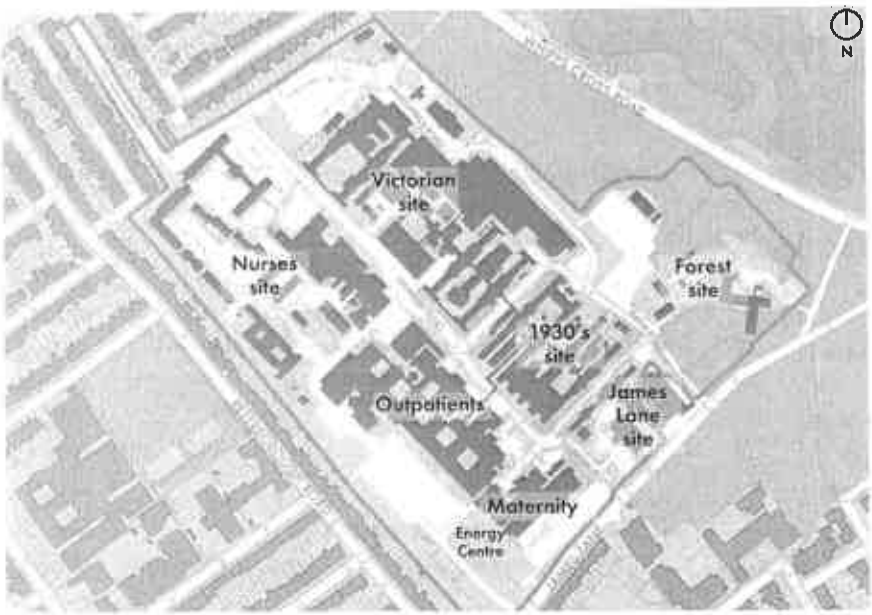
20. Overall, there has been good progress on the redevelopment programme as we reach a critical juncture with the work to finalise the SOC, synthesising a number of complex workstreams and inputs. There is a broad base of support amongst the local community and local system partner organisations, which is positive, though there remains a considerable amount of work to do.

21. The next key milestone is finalising the refreshed SOC, which is anticipated to be completed by the end of 2019. Subject to approval of the SOC - ultimately by the Department of Health and Social Care and by the Treasury - significant further work will then be undertaken to develop detailed plans and the preferred option through the OBC phase in 2020.

Annex A – Whipps Cross Redevelopment Partnership Board: Membership

Chair		
Alwen Williams	Group CEO	Barts Health
Redevelopment Director		
Alastair Finney	Whipps Cross Redevelopment Director	Barts Health
Partner organisation leads		
Alan Gurney	Hospital CEO, Whipps Cross Hospital	Barts Health
Linzi Roberts-Egan	Deputy Chief Executive	LB Waltham Forest
Mark Lobban	Director of Integrated Commissioning	LB Waltham Forest / Waltham Forest CCG
Selina Douglas	Managing Director	WEL CCGs
Ceri Jacob	Managing Director	BHR CCGs
Carolyn Botfield	Director of Estates	ELHCP
Simon Hall	Director of Transformation	ELHCP
Jacqui Van Rossum	Executive Integrated Care Director (London)	NELFT
Senior Clinical Leads		
Dr Heather Noble	Medical Director, Whipps Cross Hospital	Barts Health
Dr Ken Aswani	Chair	Waltham Forest CCG
Workstream Sponsors		
Deborah Madden	Interim Deputy Chief Executive, Newham Hospital	Barts Health
Ralph Coulbeck	Director of Strategy	Barts Health
Stewart Murray	Strategic Director, Economic Growth	LB Waltham Forest
Simon Milligan	Director of Capital, Costing and Development	Barts Health
Andy Bowman	Director of Estates	Barts Health
Jon Hibbs	Director of Communications and Engagement	Barts Health

Annex B – Whipps Cross Site Map



Explanatory note:
The diagram above illustrates the key 'blocks' through which the masterplanning options are being developed. The terms being used to describe each 'block' are explained in more detail below:

- **Forest site** – refers to the part of the site that contains the Woodbury Unit
- **Victorian site** – refers to the part of the site that includes the original Victorian hospital buildings opened in 1903, including the extension of the new Emergency Department, Endoscopy and ultrasound departments
- **1930's site** – this refers to the part of the site that contains the 1930s 16-ward block extension to the original Victorian hospital, from ITU and HDU to Acorn and Byron wards
- **James Lane site** – this comprises the Margaret Centre, the Woodlands day unit, Connaught Day Centre and an ambulance station run by the London Ambulance Service (LAS) on land that the LAS owns
- **Nurses site** – this refers to the part of the site (sometimes known colloquially as the 'South West corner') that contains largely unused buildings, including the old nurses' accommodation
- **Outpatients** – this refers to the main outpatients department buildings built in the 1990s, which also include wards, theatres, the hospital pharmacy the Plane Tree day centre and the Eye Treatment Centre
- **Maternity** – this refers to the maternity block built in the 1970s, the more recent emergency gynaecology unit (EGU) and central Energy Centre buildings

Annex C - Critical Success Factors

The Critical Success Factors (CSFs) describe what is essential to the successful delivery of the programme, against which the options in the SOC are assessed:

CSF Ref	Critical Success Factors
CSF 1	Enable the transformation of health and wellbeing services to deliver care and services which meet the needs of the local community, achieving the best possible experience and outcomes for service users, staff and the wider community.
CSF 2	Support the sustained delivery of national and local strategies across health and social care, for example the Sustainability and Transformation Plan for north east London, Transforming Services Together and local Health and Wellbeing strategies.
CSF 3	Demonstrate an achievable and deliverable plan that prioritises the safety and continuity of services throughout the redevelopment.
CSF 4	Deliver an estate that is functionally suitable, flexible, meets statutory and regulatory requirements and supports the delivery of the new models of care and services.
CSF 5	Deliver a safe technical solution that is efficient, value for money and optimises the opportunity and commercial value of the estate for the benefit of service users, Barts Health, the health and social care economy and the community.
CSF 6	Demonstrate affordability for Barts Health and the health and social care economy.
CSF 7	Positively contribute to achieving long term financial sustainability for the Whipps Cross Hospital, Barts Health and the health and social care economy.
CSF 8	Exhibit demonstrable support by stakeholders.
CSF 9	Demonstrate an achievable plan given town planning constraints and minimises impact on ecological and protected areas.

WeCare
Our vision, values and behaviours

Barts Health
NHS Trust

Whipps Cross Redevelopment Site Masterplan

Have your say

September 2019

BACKGROUND

Introduction

Whipps Cross Hospital has been a cherished part of the local community it serves for over 100 years. The hospital existed long before the NHS was created. It is one of the biggest local employers and every day 1,800 patients pass through its doors.

Patients overwhelmingly say they are happy with the care provided. They commend the compassion, friendliness and emotional support offered by our doctors, nurses and other professionals. Yet they are also well aware of the limitations of the ageing, sprawling estate which is unsuitable for delivering the 21st century healthcare that patients deserve.

We have a once-in-a-generation opportunity to build a brand new hospital as part of a wider redevelopment of the Whipps Cross site and we would like to hear your views to help us shape our plans.

This document explains our vision and some emerging options for the use of the site. It also explains how you can have your say on the issues that are important to you.

There is a questionnaire on our website or you can contact us – details on the back pages.

Why is change needed?

The hospital buildings and the layout of the site are no longer suitable for our staff to provide the high quality and safety of care and the experience that patients expect and deserve. Over 40% of the hospital buildings pre-date the NHS (more than double the national average) and the site needs £88million spent on it just on essential maintenance (one of the biggest amounts in the country). Patients and staff need to travel large distances between departments that should be close to each other.

A new hospital would bring services together and reduce the area of land needed, releasing a large amount of the site that could be used primarily for new homes.

Our Vision

We have developed a vision for the Whipps Cross site with our health system and local authority partners. We want to see a new state-of-the-art hospital, providing all the core services it does today – such as A&E and maternity – within a wider health and wellbeing setting alongside homes, leisure, cultural facilities and more.

Developing the whole site is really important for two reasons. Firstly, a new hospital costing hundreds of millions of pounds would not be affordable without redeveloping the 18 hectare site (equivalent to around 25 football pitches). Secondly, the vision of health and wellbeing services alongside much needed homes and other facilities would provide significant benefits for the local community.

Given the local population we serve, there will be a particular focus on supporting the needs of our growing elderly population with the aspiration to become the centre of best practice **renowned for the joined-up care and treatment of older people.**

EMERGING OPTIONS FOR THE SITE

The Whipps Cross site

The diagram illustrates the 'blocks' of the current site through which the options are being developed. These are known as 'masterplan' options because they refer to the use of the whole site. The box to the right hand side provides a brief explanation of each existing block.



- **Forest site** – contains the Woodbury Unit, run by North East London NHS Foundation Trust
- **Victorian site** – the original hospital buildings plus recent extensions, for example A&E
- **1930s site** – the 1930s extension to the original Victorian hospital
- **James Lane site** – comprises the Margaret Centre, the Woodlands day unit, Connaught Day Centre and an ambulance depot run by the London Ambulance Service on land that it owns
- **Nurses' site** – contains largely unused buildings, including the former nurses' accommodation that remains empty
- **Outpatients** – the main outpatients department buildings built in the 1990s, which also include wards, theatres and the Eye Treatment Centre
- **Maternity** – the existing maternity block and the emergency gynaecology unit
- Energy Centre – the energy centre that supports the site

Developing the masterplan options

Size

We have been working with clinicians and local health and social care partners to develop a health and care services strategy for Whipps Cross. This looks at how best to meet the needs of our growing and ageing population. The strategy concludes that the core services currently delivered at Whipps Cross, such as maternity and A&E, should continue to be provided, but that these services could be delivered differently, with more integration with local community and primary care services; increases in day surgery; and more use of electronic appointments – all of which would reduce the number of people visiting or staying in hospital. We are using the results of this work to help us estimate the size of a new hospital.

Position

Following a preliminary masterplanning study[1] and working with technical advisers, we have developed three high-level options for where a new hospital could be located on the site. Different locations for the hospital have different implications that we need to consider. For example: the time it would take to develop the site and the potential disruption to existing services and local residents; transport and access routes; ecology; affordability; and planning considerations. The location of the hospital is also important for how we might develop the rest of the site, including the co-location of other health and care services, homes and other facilities.

Affordability

The way that we use the rest of the site will also have an impact on the affordability of a new hospital. For example, we expect a significant number of new homes could be provided on the site. This is in line with the targets set by the Mayor of London for Waltham Forest, as set out in the Council's draft local plan[2]. Using the site for homes could release funding to support the building of a new hospital, but the money raised would be nowhere near enough to pay for a new hospital. This is why we still need to rely on Government funding and potentially look at other sources too.

Options

The next pages set out some first ideas for the site which we are continuing to work on. Each of the scenarios we have described has different advantages and challenges. For example, some will take longer to achieve and some will result in higher buildings. But all the options would provide the opportunity to:

- provide new facilities for health and social care
- enhance the visual appeal, for instance getting rid of some poorly designed buildings
- increase the environmental sustainability of the site, for instance installing car charging points and planting more trees
- improve safety on the site by designing new cycleways and pathways and separate routes for ambulances

In each of the three options, new open spaces / parks could be created by demolishing the buildings on the Forest Site. This would mean relocating the services currently provided in those buildings.

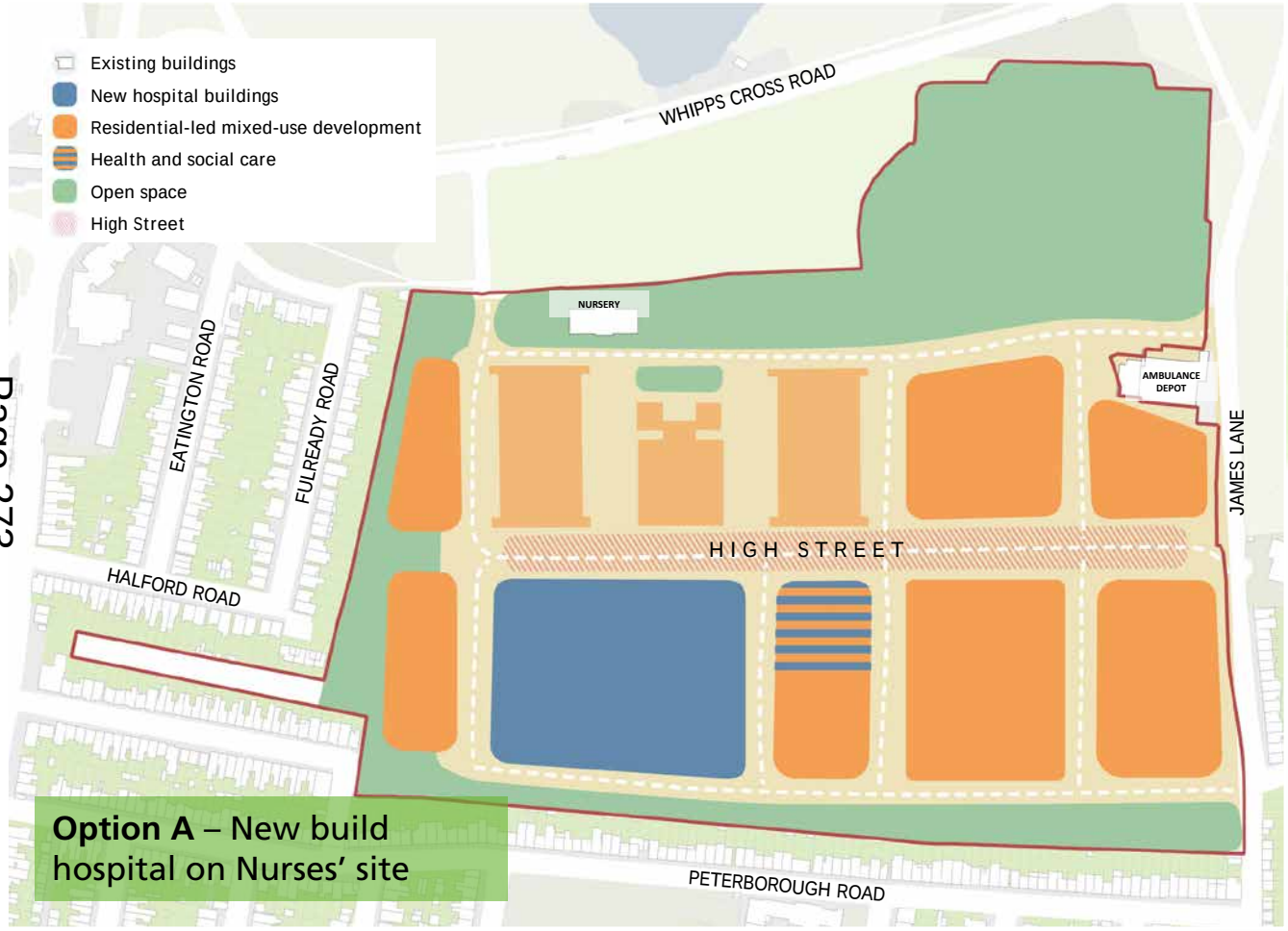
1 These build on the Whipps Cross Masterplan Vision which was funded by One Public Estate, a national programme delivered in partnership by the Local Government Association and the Office of Government Property (OGP) in the Cabinet Office. The study looked at the opportunities and constraints of the site. See www.bartshealth.nhs.uk/future-whipps

2 www.walthamforest.gov.uk/content/local-plan

Option A: New build hospital on the 'nurses' site

Overview

This option envisages a brand new state-of-the-art hospital built on the disused site of the former nurses' accommodation. Significant land would become available for development.



Description

- The brand new hospital would be built on one part of the site and in one phase of building work, minimising disruption to existing services.
- This would likely be a 'mid-rise' (6 – 8 storeys) hospital with the potential for some taller elements.
- The land for the new hospital is readily available as the current buildings on this site are disused, meaning the hospital could be built more quickly than other options.
- Once services move into the new hospital, significant land would become available for development.
- A new multi-storey car park would likely need to be built to replace existing provision.
- The Forest Site could be vacated, the buildings demolished and new green space provided. Existing services would be relocated.

Please note in the following diagrams:

- The red line indicates the boundary of the land owned by the hospital
- The development blocks, site roads etc are illustrative only

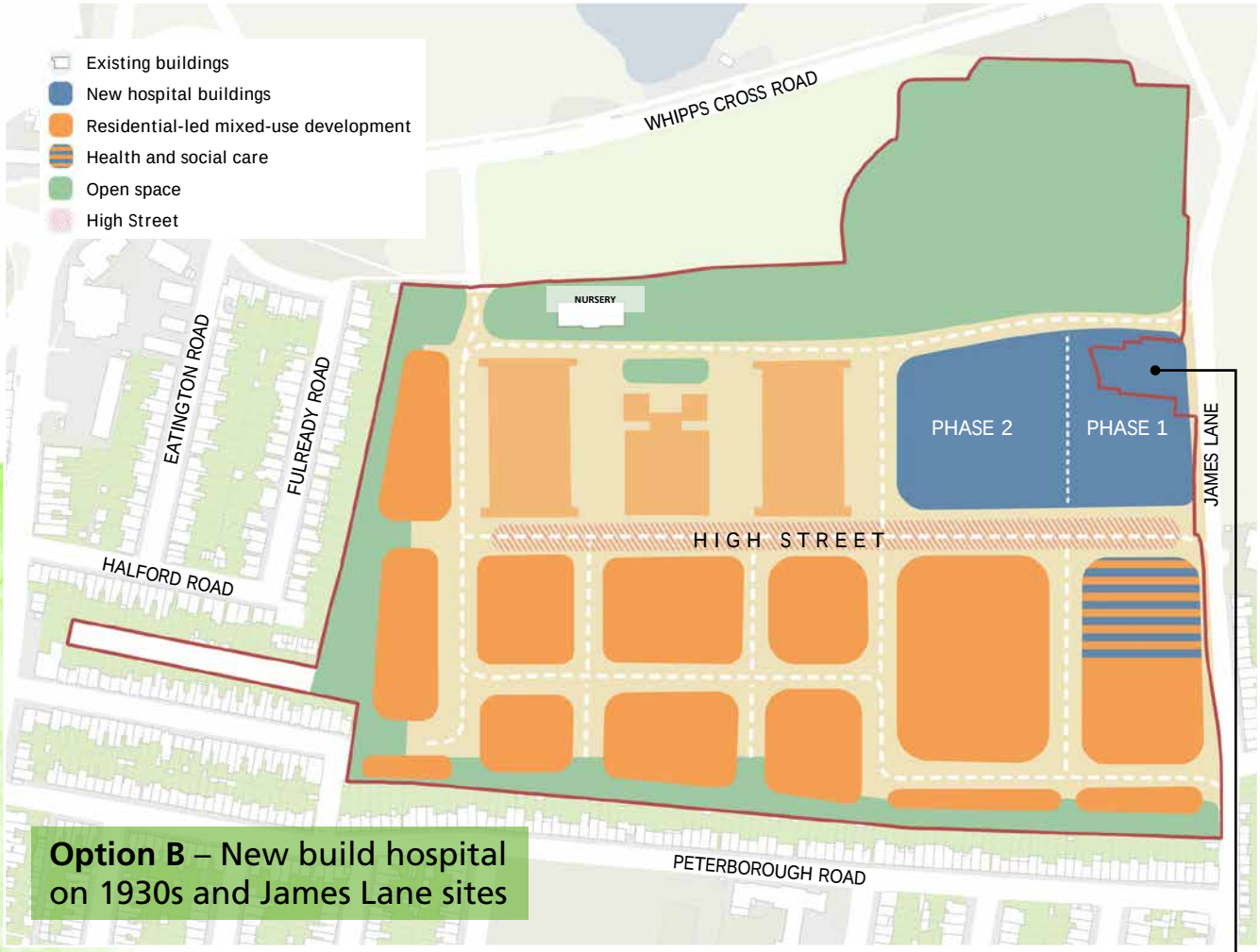
Option B: New build hospital on 1930s and James Lane sites

Overview

This option envisages a brand new state-of-the-art hospital built across the current 1930s site and James Lane site. This would need to be built in two phases. Significant land would become available for development.

Description

- A brand new hospital would be built in one part of the site, over two phases.
- Services on the James Lane site (Phase 1) would be moved elsewhere before work begins. Once built, services including A&E, intensive care, theatres and wards (including all of the 1930s site) move into the Phase 1 building.
- A temporary bridge over a new 'High Street' needs to link the Phase 1 building to the existing outpatients site until Phase 2 is complete.
- Once built, remaining services such as outpatients and maternity move into the Phase 2 building.
- This would need to be a 'high rise' hospital of probably 8-12 storeys.
- Once services move into the new hospital, significant land would become available for development.
- A multi-storey car park would likely need to be built to replace existing provision.
- The Forest Site could be vacated, the buildings demolished and new green space provided. Existing services would be relocated.



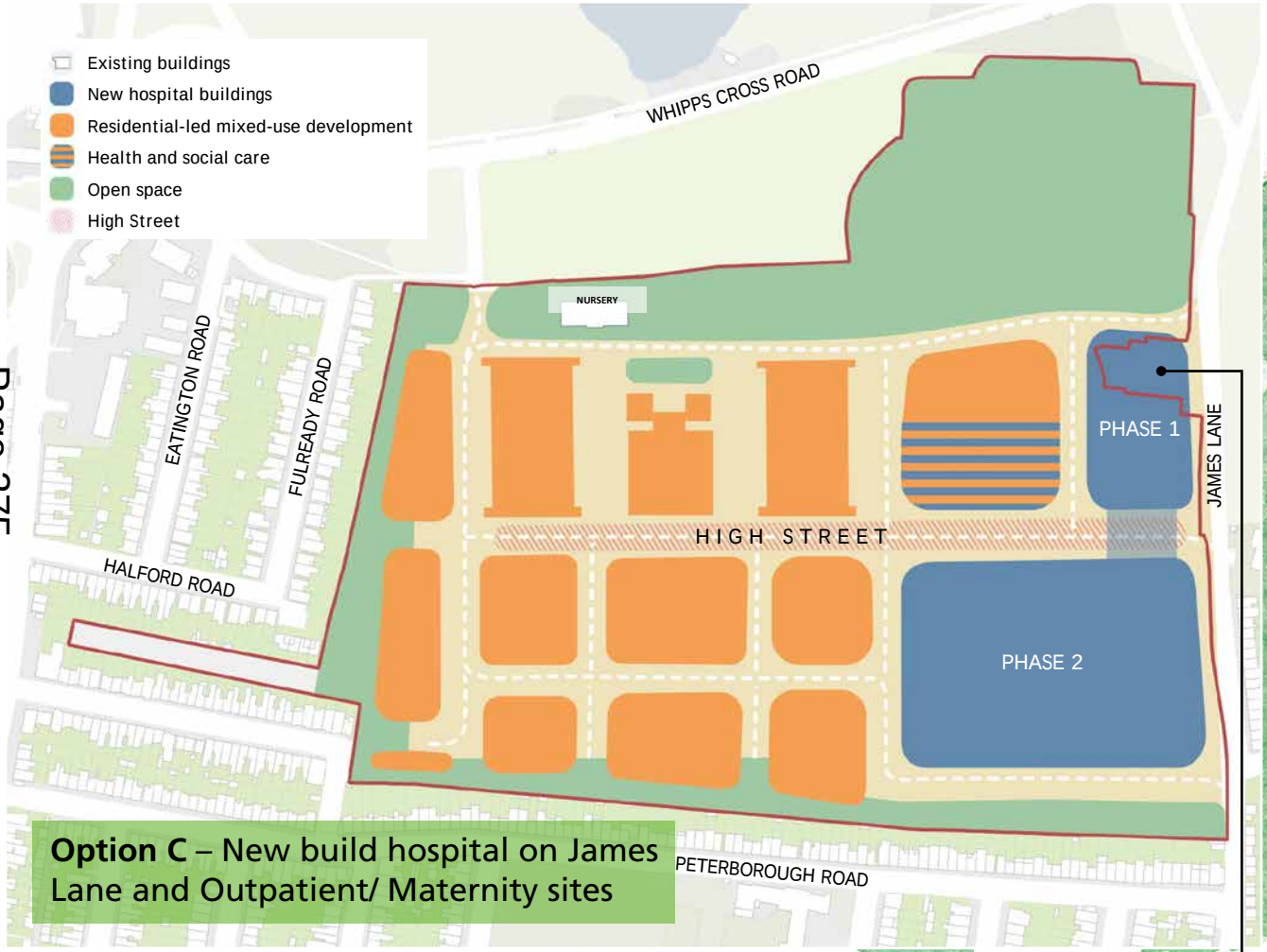
Option B – New build hospital on 1930s and James Lane sites

The existing ambulance depot would need to be re-located, subject to discussions with London Ambulance Service.

Option C: New build hospital on James Lane and Outpatient/Maternity sites

Overview

This option envisages a brand new state-of-the-art hospital built over the current James Lane and Outpatient and Maternity sites. It would need to be built in two phases, with the two buildings permanently linked over a new 'High Street'. Significant land would become available for development.



Option C – New build hospital on James Lane and Outpatient/ Maternity sites

The existing ambulance depot would need to be relocated, subject to discussions with London Ambulance Service.

Description

- A brand new hospital would be built as a split site spanning a new 'High Street', with direct access from James Lane. It would be built over two phases.
- Services on the James Lane site (Phase 1) would be moved elsewhere before work begins. Once built, services including outpatients and maternity move into the Phase 1 building and a temporary bridge would need to connect this to the adjacent 1930s site.
- Once Phase 2 is complete, the remaining services, such as A&E, Intensive Treatment Unit and wards, move into the Phase 2 building. The two buildings would be permanently linked over a new 'High Street'.
- The hospital would likely be 'high rise' (8 – 12 storeys), but with some 'mid-rise' (6 – 8 storeys).
- Once services move into the hospital, significant land would become available for development
- A multi-storey car park would likely need to be built to replace existing provision.
- The Forest Site could be vacated, the buildings demolished and new green space provided. Existing services would be relocated.

A vision of the future?

This is an artist's impression of what the site could look like in the future. This is purely illustrative at this stage but hopefully exciting!



Contact details

You can find a questionnaire and discover more about how we are working with our partners to develop a bright future for Whipps Cross at **www.bartshealth.nhs.uk/future-whipps**

You can email comments and questions to **FutureWhipps.BartsHealth@nhs.net** or ask to join our mailing list for regular updates.

Or you can write to us at:
Future Whipps
Whipps Cross University Hospital,
Whipps Cross Road,
London E11 1NR

Follow **@WhippsCrossHosp** on Twitter, and use the hashtag **#FutureWhipps**

Barts Health NHS Trust is working with its partners to deliver our shared vision for the Whipps Cross redevelopment programme:

- East London Health and Care Partnership
- London Borough of Waltham Forest
- North East London NHS Foundation Trust
- Waltham Forest, Newham and Tower Hamlets Clinical Commissioning Groups
- Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups

It would be helpful if you could respond to us by Friday 15 November 2019 to inform our next steps.

However it is important to stress that no final decisions will be made at this stage about a new hospital or about how the rest of the site could be used.

Any comments received after 15 November 2019 will inform our ongoing work as we will want to continue to hear your views and ideas to support us in further developing our proposals.

Thank you for taking the time to read this document and for any input you may have.

#FutureWhipps

Making it work well into the future

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FutureWhipps.BartsHealth@nhs.net
Switchboard: 020 7377 7000
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BH 11819

Committee(s)	Dated:
Epping Forest Consultative – For information Epping Forest and Commons – For decision	23 10 2019 18 11 2019
Subject: Leyton Flats Individual Site Plan (SEF 41/19b)	**Public**
Report of: Colin Buttery, Director of Open Spaces	**For Decision**
Report author: Geoff Sinclair, Head of Operations, Epping Forest	

Summary

A Strategy and Management Plan for Epping Forest for the period of 2020-30 is being developed alongside a 2020-23 Business Plan. Given the relative size of the Forest and the marked variety of the landscapes and habitats there is a need to describe the discrete management of key areas.

This report outlines the Individual Site Plan (ISP) that has been prepared for Leyton Flats. The legal and statutory context and significant management considerations described in the ISP have been outlined along with the management strategy proposed for the area.

Recommendation(s)

Members are asked to:

i. Approve the Leyton Flats Integrated Site Plan for public consultation

Main Report

Background

1. On the 11 March 2019, it was reported to your committee that a Strategy and Management Plan for Epping Forest for the period of 2020-29 was in the process of being developed. As part of the development strategy, existing operational activity in key geographical locations and for key activities was the subject of review.

2. The review process comprises an audit of the City Corporation's (CoL) property management issues alongside other significant management considerations, to provide an overview of current practice and an outline of longer term aspirations.

3. This reports outlines the Individual Site Plan (ISP) for Leyton Flats that has been prepared as part of the review.

Current Position

4. Leyton Flats is an area of open ground, woodland and ponds on the edge of London; the majority of which lies within the London Borough of Waltham Forest. Eagle Pond, at the northeast corner of the Flats, is within the London Borough of Redbridge. Leyton Flats is part of Epping Forest (Compartment 36) and protected by the Epping Forest Acts 1878 and 1880.

5. The majority of Leyton Flats is designated a Site of Special Scientific Interest (SSSI) and a Special Area of Conservation (SAC). The compartment was assessed by Natural England (NE) in January 2010 as 'unfavourable - no change' (Natural England, 2010), with poor air quality and the level of recreational pressure being major concerns. Under the Flood and Water Management Act 2010, Eagle Pond is a Large Raised Reservoir as it impounds more than 25,000 cubic metres of water. Ownership of the lake and its banks is split between Her Majesties Court Service (HMCS), London Borough of Redbridge (LBR) and the City Corporation. In 2013, works to increase the capacity of the Eagle Pond spillway, to enable it to cope with a Probable Maximum Flood event (as defined by the Flood and Water Management Act 2010), were completed by HMCS.

6. The 2014 visitor survey found that Leyton Flats is the most visited area within Epping Forest, with a total of 430,000 visits recorded. Leyton Flats is an important natural green space for the large number of residents within walking distance of the Flats, many of whom live in accommodation with no outside space. There are roughly 1 million residents within 5 miles of Leyton Flats.The London Borough of Waltham Forest (LBWF) are currently committed to provide for 27,000 additional housing units by 2030 and in the process of updating its Local Plan to cover the period up to 2026, which will provide for a further increase in housing capacity, including up to a possible 1,700 units adjacent to Leyton Flats.

7. Current recreational use is adversely impacting the biodiversity of Leyton Flats and the acid grassland in particular. The existing access infrastructure reflects and older era of visitor offer and requires updating to ensure it can cope with both current and likely future vistors needs.

Proposals

8. The ISP first outlines the property management issues and other significant management considerations impacting on the area, before presenting a management strategy and outline management program. A more detailed operational work activity plan is presented in an appendix.

Management Strategy

9. In addition to the need to discharge its obligations with respect to legal and statutory context, the ISP identifies a 10-year management strategy for Leytons Flats, summarised as follows:

a. to identify a programme of conservation measures that will contribute towards improving the condition status of the Leyton Flats SAC/SSSI and Eagle Pond SINC;
b. to ensure that COL offers a visitor experience to Leyton Flats that meets the needs of the communities today and into the future, in a sustainable and welcoming way;
c. to finance an Infrastructure Improvement Programme from increased income generation originating from Leyton Flats; and,
d. to encourage local community involvement in the management and development of Leyton Flats.

Management Considerations

10. There are a wide range of management considerations given in the report and these have been summarised below:

a. Ecological: Acid grassland, which is a UK Biodiversity Action Plan habitat, represents a large part of the site and is being adversely impacted by recreational pressure, air pollution, tree and scrub encroachment and the decline in grazing. The Flats are also the London stronghold for Creeping Willow (*Salix repens*) with only six colonies present in 2015. Hollow and Eagle Ponds form a significant part of Leyton Flats, with Hollow Pond having one of the richest remaining aquatic floras in Epping Forest. Water quality and supply are notable concerns;

b. Heritage and community: Leyton Flats has a distinctive community heritage that appears to be under recognised both on the ground and through the relative absence of community representation on its significance. It had at one time the UK's largest Lido and Eagle Pond was once part of the wider landscaping of the Wanstead Park Estate in the 18th Century. Hollow Pond also has a distinctive local presence. Notably, and in contrast to similarly popular Forest locations with nearby communities, there is a relatively low level of local community involvement in the management of Leyton Flats;

c. Access/Local Plans: Hollow Ponds is the most visited location in Epping Forest and as well as being surrounded by relatively densely populated areas it is also well connected to the public transport and cycle network. The visitor infrastructure is under capacity to cope with current use and there is a strong potential for additional increase in visitor pressure from planned housing development; and,

d. Anti-social Behaviour: Leyton Flats is substantially adversely impacted by most of the anti-social behaviour problems experienced at Epping Forest. Successively responding to these will be an important aspect of the future management of Leyton flats.

Outline Management Program and Operations Plan spreadsheet

11. The ISP presents a 5-year outline management program, which is then further detailed in Appendix 1 of the report (see the Operations Plan spreadsheet). This

will be reviewed and updated yearly to monitor the progress of the management program and ensure that it continues to deliver the outcomes set out in the 10-year management strategy. As well as works to be undertaken using existing resources, potential enhancement projects requiring additional support are also identifed. Three enhancement projects are outlined, for which it is proposed practical and/or financial support from community partners will be sought:

a. Visitor Access infrastructure: Unquantified at present is the long term development of the visitor access infrastructure to meet the changing community needs linked to future substantial development in the area. Works arising from such develoments does not form part of the current site expenditure and additional funding will need to be identified to progress any changes and also to develop plans and proposals.
b. Waterbody Management: The diversification of the marginal vegetation at Eagle pond through purchasing and planting appropriate plants is a potential community and volunteer project.
c. Ancient tree management: The survey of ancient / veteran trees on the Flats is a possible community based project.
d. Species Management: the Creeping Willow and amphibian conservation projects are potential community based projects, the latter is already in hand with Froglife.

The planned Epping Forest SAC Mitigation Strategy is expected to complement proposals in the ISP.

Corporate & Strategic Implications

12. City of London Corporate Plan 2018 - 2023: the restoration and maintenance of the internationally and nationally important habitats of Epping Forest directly underscore the *third pillar* of the Corporate Plan, which is to "*shape outstanding environments*". The development of ISP's and PDN form part of the operational planning to achieve this aim of the Corporate Plan.
13. Open Spaces Department Business Plan 2016-19: The Strategic Vision of this plan is to 'Preserve and protect our world class green spaces for the benefit of our local communities and the environment.' and one of the Department Objectives is to 'Protect and conserve the ecology, biodiversity and heritage of our sites.' The preparation of the Epping Forest Management Strategy and Management Plan for 2019-29 is a key action in the Departmental Business Plan.
14. No negative equality impacts were identified for this proposal, with the prospect of improved accessibility for people with some disabilities and parents with young children.

Implications

15. **Financial**: The outline management program has been framed to fit within existing levels of local risk spend at Leyton Flats.

16. Several projects have been identified which will only be progressed if additional financial and practical support can be obtained.

17. **Legal**: The main legal and statutory issues, additional to the normal actions such as tree safety management which are undertaken through the Forest, and for which action will be required at Leyton Flats have been identified as:

    a. Flood risk and dam infrastructure: Eagle Pond is a Large Raised Reservoir which the COL share joint responsibility for with the London Borough of Redbridge and Her Majesties Court Service;
    b. Fire Risk: Leyton Flats has a history of periodic and at times large fires.
    c. Statutory Designations: The majority of Leyton Flats is designated a Site of Special Scientific Interest (SSSI) and a Special Area of Conservation (SAC). The compartment was assessed by Natural England (NE) in January 2010 as 'unfavourable - no change';
    d. Invasive / Alien Species: There is a heavy infestation of New Zealand Pygmyweed (*Crassula helmsii*) in Dog Pond and it is present on the margins of Hollow Pond. Oak Processionary Moth (*Thaumetopoea processionea*) is increasingly prevalent on the many open grown oaks across the site and poses a risk to human health;
    e. Utilities: Beckton desalination pipeline crosses Leyton Flats from the southeast to the northwest, with City required to keep the wayleave clear of woody vegetation.

18. **Charity**: Epping Forest is a registered charity (number 232990). Charity Law obliges Members to ensure that the decisions they take in relation to the Charity must be taken in the best interests of the Charity.

19. **Exiting the European Union (EEU):** The main influence of EU law on development close to the Epping Forest SAC relates to the Environmental Assessment of Plans and Programmes Regulations 2004 (the 'SEA Regulations') and the Council Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna & Flora, which is incorporated into UK law as the Conservation of Habitats and Species Regulations 2017 (the 'Habitats Regulations'). The future influence of existing EU Directives and the Regulations may be affected by the EU and will also be consequent on the terms reached with the EU as part of Brexit negotiations and the future governments views on 'Retained EU law' contained within the EU (Withdrawal) Act 2018.

20. **Consultative Committee:** The Committee noted the obvious connections to the Whipps Cross Hospital redevelopment plan; the City Corporation's response to the London Borough of Waltham Forest Local Plan and the forthcoming Epping Forest Special Area of Conservation Mitigation Strategy. The Committee supported the focus of the ISP, and requested that the City Corporation gives particular attention to improving the built structures and associated facilities on the site, a strong approach to better managing Invasive Non-Native Species (INNS); the retention of water in Hollow Pods and support to the creation of a Friends Group for the area.

Conclusion

21. An ISP has been prepared for Leyton Flats. This identifies the legal and statutory context and other significant management considerations that should be

considered when approaching the management of this area, and which have drawn on the consultation and support of local stakeholders to develop.

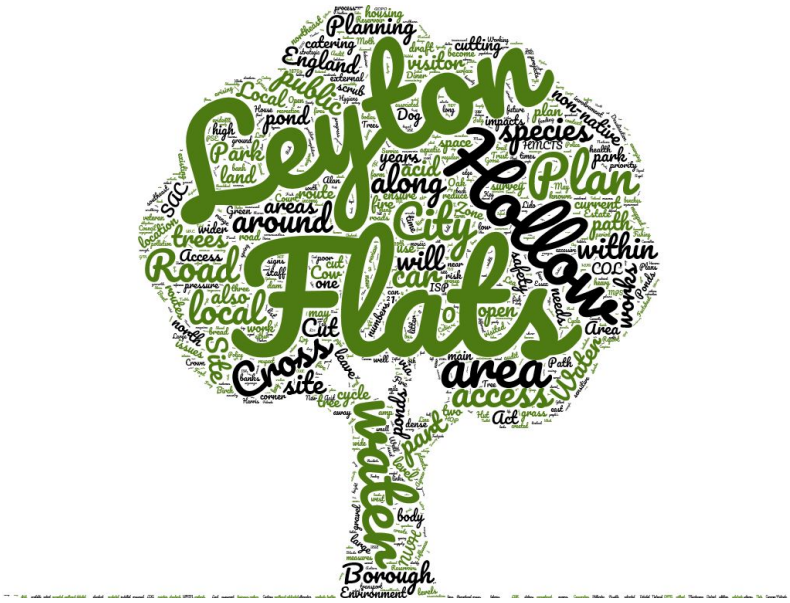
22. A management strategy for the next 10 years is presented along with an outline management program and detailed work proposals. These proposals highlight works that can be achieved through existing Local Risk resources, but also where additional support will be required.

Appendices

- Appendix 1 – Leyton Flats: Individual Site Plan
- Appendix 2 – Amphibian survey results and management recommendations
- Appendix 3 – Photographic evidence
- Appendix 4 – Figures 1 (supplied as separate PDF documents)

Geoff Sinclair
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LEYTON FLATS



Individual Site Plan

Date	*27 September 2019*
Version Number	*v11*
Review Date	
Author	*Fiona Martin/Geoff Sinclair*
Land Area	*78.03 ha*
Compartment Number	*36*
Designations	*Epping Forest Land (1878 Act)* *Special Area of Conservation (SAC)* *Site of Special Scientific Interest (SSSI)* *Site of Importance for Nature Conservation* *Large Raised Reservoir* *Locally Important Geological Site*

	Green Belt

Leyton Flats

INDIVIDUAL SITE PLAN

SUMMARY

Leyton Flats (also known locally as Hollow Ponds) is Epping Forest's most visited location. It is an area of open grassland, woodland and ponds towards the southern end of Epping Forest, owned and managed by the City of London Corporation (COL). The Flats are highly valued by local residents as a natural open space in a heavily built-up area of northeast London and has a high conservation value, as recognised by its statutory protection, with an additional, largely hidden heritage. With predicted local population growth and consequent additional visitor pressure, it is timely to review the current issues faced in the management of this site and plan for the future, to sustain this well cared for and much loved landscape. This Individual Site Plan lists current management considerations but also presents a strategic work programme to ensure a sustainable future for the conservation and heritage interest of Leyton Flats, along with its immense recreational value.

INTRODUCTION

Leyton Flats , covering around 75 hectares, makes up one of 38 management compartments and covers 3% of the surface area of Epping Forest. Epping Forest is one of London's largest and most significant natural Open Spaces, managed in perpertuity by the City of London Corporation, as The Conservators of Epping Forest, under the auspices of the Epping Forest Acts 1878 and 1880.

Individual Site Plans (ISPs) aim to review and collate the City Corporation's property management considerations at specific locations, to give an overview of current practice and outline longer term plans. An important part of the process is to work with key local stakeholders to ensure that the City Corporation captures the management issues impacting each site. Site selection is centered around areas of Epping Forest that have a high number of competing issues and/or high visitor numbers.

The ISPs reflect the current level of activity at each site; however, an important part of each ISP is the identification of any potential improvement and enhancement projects that require additional resources, including support from external operational stakeholders, for example in the form of grant funding or volunteer person-hours. The information gathered in each report will be used by the City Corporation to prioritise work and spending on each site as part of the development of the 2020-30 Management Strategy and 2020-2023 Business Plan for Epping Forest.

Each ISP will aim to follow the same structure, outlined below:

- **Background** – a brief description of the extent of the site covered by the ISP;
- **Legal and Statutory Context** – a list of identified legal and statutory constraints for the site;
- **Management Considerations** – a list of identified management considerations for the site, with respect to ecology, conservation, community, heritage, landscape and any other identified management issues;

- **Potential Enhancement Projects Requiring External Support** – a list of projects that would enhance the quality of one or more aspects of the site, for which additional support would be required;
- **Management Strategy** – a summary of the key overall objectives for managing the site, as identified by the audit;
- **Outline Management Programme** – a summary of the management actions identified for the site as a result of the audit and consultation process, with anticipated timelines for completion;
- **External Operational Stakeholders** – a list of external stakeholders who have an operational input to the site, who have been consulted as part of the compilation of the Individual Site Plan;
- **Bibliography** – a list of existing reports (if available) that have formed part of the audit for the ISP; and
- **Appendices** – including a detailed activity plan.

BACKGROUND

Leyton Flats is an area of open grassland, woodland and ponds bounded by the communities of Leytonstone and Upper Walthamstow to the west and Snaresbrook to the east. The majority of the Flats lies within the London Borough of Waltham Forest, while Eagle Pond, at the northeast corner of the Flats, is within the London Borough of Redbridge. Leyton Flats is part of Epping Forest (Compartment 36).

It is unclear how long the current name has been used, as the nearby Wanstead Flats were named as Lower Forest or Wanstead Heath until the late Victorian period. Locally, the area is known as 'Hollow Ponds', referring to the former gravel workings that were changed into a single lake from 1905. Edwardian postcards refer to the area as 'Hollow Pond(s), Leyton (or Leytonstone)'. On sunny weekends in the summer, the area has an inland resort atmosphere, with row boating, picnics and people walking around the ponds. There is a strong cultural heritage of 'Hollow Ponds' as a recreational day trip destination going back more than 100 years. The area was deemed sufficiently important to be illustrated in Rousseau's 1870s photos of the 'Forest', as part of a commemorative album presented after the 1874 legal judgement to save Epping Forest (Rousseau, 1875).

The Hollow Pond is not the only draw to the area, people are also attracted by the two local catering establishments next to Hollow Pond and by the Sir Alfred Hitchcock Public House on the opposite side of Whipps Cross Road – the view across to the Forest from the pub's forecourt is much appreciated by locals and visitors alike. In the northeast corner of Leyton Flats, Eagle Pond is popular with residents of Snaresbrook, but visitor numbers are fewer than around Hollow Pond. Fewer people venture into the dense woodland to the north of Hollow Pond.

In addition to being a day trip destination, the area around Hollow Pond is very close to a major London hospital - Whipps Cross Hospital - operated by Barts Health NHS Trust. It is likely that visitors to the hospital spend time walking around Leyton Flats, thereby taking advantage of the therapeutic value of open space in difficult times of poor health or bereavement.

Leyton Flats is also an important natural green space for the large number of residents within walking distance of the Flats, many of whom live in accommodation with no outside space. There are roughly 1 million residents within 5 miles of Leyton Flats, of which around 30% of households are classed as social grade DE, with a further 50% of households classed as grade C1 and 2 (Audience Agency, 2016).

The wider Epping Forest connects to Leyton Flats with Gilberts Slade and Walthamstow Forest to the north, and Bush Wood, Wanstead Flats and Wanstead Park to the south. The southern connections are via the Green Man Roundabout, comprising the interchange between the A12 and three other local roads. A permissive shared use trail crosses the junction via an underpass. A new cycle superhighway along Whipps Cross connects the area to the London-wide cycle network.

Taken together, Leyton Flats, Wanstead Flats and Wanstead Park comprise a very significant area of open space (347.31ha/859.22acres – 14% of Epping Forest's total area) less than 6 miles from central London. The southern part of Epping Forest is hugely valued and visited by a great number of Londoners for recreation and access to nature. The 2014 visitor survey found that Leyton Flats is the most visited area within Epping Forest, with a total of 430,000 annual visits recorded.

Anecdotally, it is thought that the majority of visitors arrive at the Flats on foot, either directly if they are local residents or via public transport. A large proportion of visitors are likely to be dog-walkers (Epping Forest Visitor Survey 2017 – Footprint Ecology). Several bus routes use the interchange at the junction of the A104 and A114, and there are five underground or overground stations within three quarters of a mile of the Flats. The Flats also have three dedicated car parks, one off Snaresbrook Road and two off Whipps Cross Road, all of which are heavily used.

Leyton Flats comprises a mosaic of semi-natural acid grassland/heathland (with heather), Gorse and Broom scrub towards the southeast of the Flats, with lapsed wood-pasture and scrub to the northeast, in an area that historically was also open ground. It is one of the most species rich remaining acid grassland sites in North and South Essex (Vice Counties 18 & 19), and only Sunshine Plain in the north of Epping Forest has as good a flora (Adams, *pers.com*.). This assemblage of habitats, along with the presence of a breeding Stag Beetle population, makes Leyton Flats a very important area for wildlife. This importance is recognised by the compartment's inclusion in the Forest's statutorily-protected area for nature conservation. Almost the whole area of the Flats lies within the internationally-important Special Area of Conservation (SAC), which receives heightened protection and requires its management to be agreed with government agencies.

As part of this habitat mosaic there are four ponds on Leyton Flats: Dog Pond, Cow Pond, Eagle Pond and Hollow Pond.

Eagle Pond in the northeast corner of the Flats, is a large and relatively deep waterbody and is classified by the Environment Agency as a Large Raised Reservoir. Eagle Pond is regulated by Her Majesty's Court & Tribunal Service (HMCTS) for public safety under the Reservoirs Act 1975 and the Flood and Water Management Act 2010.

The Hollow Pond is a former gravel pit with seven islands of varying sizes; it has one of the richest remaining aquatic floras in the Vice Counties of North and South Essex (Adams, *pers.com*.). Historically, the water level in the pond would fluctuate along with the underlying gravel aquifer. A small round pond at the north east corner of Hollow Pond is known as Dog Pond; it is connected to Hollow Pond via a ditch and shares its hydrology. Cow Pond is on the western edge of Leyton Flats adjacent to Lea Bridge Road; it is also a former gravel pit which fills from rainwater runoff. The Birch Well, a former chalybeate spring, thought to have supplied drinking water to Wanstead residents, is located near to the boundary fence of Snaresbrook Crown Court.

Separated from Leyton Flats proper by Whipps Cross Road is another area of Forest land, Hospital Wood, within Compartment 36, beside and just to the northeast of Whipps Cross Hospital. Much of this land is secondary woodland, with some small clearings and a few veteran oak pollards, though it was once a much more open area (see Images A and B in Appendix 3). The small area of Forest land separated from the rest of Leyton Flats by the railway cutting, situated between the cutting, the Green Man roundabout complex and Hollybush Hill, comprises an area of trees and scrub adjacent to the railway and scrubby rank grassland by the roads and paths.

Figure 1 (Appendix 4) shows a plan of Leyton Flats, with the locations of the car parks and local public transport connections marked.

LEGAL AND STATUTORY CONTEXT

Statutory Designations

- Site of Special Scientific Interest and Special Area of Conservation: The majority of Leyton Flats lies within the designated Epping Forest *Site of Special Scientific Interest* (SSSI) and Epping Forest *Special Area of Conservation* (SAC). As such it forms part of an internationally-important site within an network of such sites across Europe and is specially protected under UK law by the Habitats Regulations 2017. Both the SAC and the SSSI designations are regularly assessed for their "favourable conservation or condition" status to ensure that the wildlife habitats support the range of scarce species for which they were designated. Compartment 136 ('Leyton Flats and Hollow Pond') was assessed by Natural England (NE) in January 2010 as 'unfavourable - no change' (Natural England, 2010), with poor air quality and the level of recreational pressure being major concerns. Furthermore, there is excessive growth of bramble and grassland areas show excessive growth of grasses compared to broad-leaved flowering species along roadsides and ride edges.
- Competent authority for the Epping Forest SAC: Under the Habitats Regulations 2017, competent authorities i.e. any Minister, government department, public body, or person holding public office, have a general duty, in the exercise of any of their functions, to have regard to the EC Habitats Directive and Wild Birds Directive. For the general management of the SAC, The City of London Corporation, as the Conservators of Epping Forest, is the competent authority. For planning, development and highways issues that might impact on the protected area of Leyton Flats the various local authorities covering the site are the competent authorities and muct ensure the protection of the SAC from adverse impacts. .
- Metropolitan Green Belt: In the 2019 draft Local plan for Waltham Forest development proposals affecting Epping Forest should be sensitive and proportionate, delivering enhancements where possible and must not contribute to adverse impacts on ecological integrity, amenity or visitor enjoyment.
- Other conservation designations: Eagle Pond is designated a *Site of Interest for Nature Conservation* (SINC). The parts of the compartment southwest of Whipps Cross Road and east of the underground cutting do not have any ecological conservation designations.
- Archaeological Priority Areas: The Whipps Cross roundabout is designated by Historic England as an Archaeological Priority Area within Greater London (Historic England, 2016). This area is described in the Waltham Forest Unitary Development Plan (adopted 2006, currently in the

process of being replaced by a new Local Plan) as 'Roman finds have been recovered here and roads and land boundaries are recorded from the medieval period'.

- Locally Important Geological Site: The London Geodiversity Partnership has proposed Leyton Flats as a 2017 candidate Locally Important Geological Site (LIGS) on the basis of Boyn Hill Gravel profiles and evidence of periglacial activity, and consultation regarding this proposed designation is currently being undertaken by the London Geodiversity Partnership (2019). Should it be accepted as a LIGS, Leyon Flats will feature in the next version of *London's Foundations*, which is supplementary guidance to the *London Plan*.

Flood risk and dam infrastructure

- National Flood Risk: Under the Reservoirs Act 1975 as amended 2010, Eagle Pond is classified as a High Risk Large Raised Reservoir,
- There are statutory requirements placed upon HMCTS to monitor and maintain the Eagle Pond dam and associated infrastructure to standards set out in the Act.
- Improvement works: On behalf of HMCTS, Stillwater Associates (Reservoir Safety and Water Consultancy) undertook works in 2013 to increase the capacity of the Eagle Pond spillway, so that it passed the Probable Maximum Flood event, as defined by the Reservoirs Act 1975 as ammended

Tree Safety

- Tree Safety: Leyton Flats has four different tree safety zones identified.
    - Red + Zone Trees along main roads which are surveyed annually by specialist external tree safety consultants.
    - Red Zone Trees alongside minor highways, are surveyed every two years by specialist external tree safety consultants.
    - Amber Zone Trees in areas highly frequented by the public and where trees abut properties, are surveyed every three years by specialist external tree safety consultants.
    - Green Zone Trees alongside the 'Official' path network as identified on the Epping Forest visitor map are surveyed by City Corporation Forest Keepers on a five-year rotation.

Fire Risk

- Barbeques and fires, although against the byelaws, are a frequent problem in the area and Leyton Flats has a history of periodic and at times large fires.
- Wildfire management at Epping Forest is under review at the time of reporting and additional measures may be identifed as part of this review.

Invasive / Alien Species

- Oak Processionary Moth (*Thaumetopoea processionea*): The larvae of the non-native Oak Processionary Moths are a potential risk to human health (GB non-native species secretariat, 2019). There was a heavy infestation of several trees in 2018 and further outbreaks are expected in coming years. Future responses will involve removal of the nests, especially at lower levels, with some pesticide treatment in limited cases.
- New Zealand Pigmyweed (*Crassula helmsii)*: There is a heavy infestation of New Zealand Pygmyweed in Dog Pond and it is present on the margins of Hollow Pond. New Zealand

Pygmyweed tends to form dense mats, from 0.5m above water to depths of 3m under water, which shade out other plants and cause oxygen depletion of the underlying water, leading to a decline in invertebrates, frogs, newts and fishes. (GB non-native species secretariat, 2019).

- Signal Crayfish (*Pacifastacus leniusculus*): Signal Crayfish are long-established in Hollow Pond and the population is self-regulating without the need for specific control by City Corporation staff.
- Canada Goose (*Branta canadensis*): Canada Geese, a non-native species, are heavy grazers of aquatic and waterside vegetation, their droppings increase nutrient levels in water bodies and soils and their trampling can excerbate bankside erosion (GB non-native species secretariat, 2019). Currently, City Corporation carries out the control of non-native geese populations on Hollow Pond 2-3 times/year through humane egg treatment to prevent hatching.
- Terrapins: Terrapins (typically the red-eared slider (*Trachemys scripta elegans*)) have been introduced into and become established in Eagle Pond (City of London Corporation, 2018). Terrapins are not native to the UK and their introduction has led to damaging predation on native species, especially frogs and dragonflies (GB non-native species secretariat, 2019).
- Blue Green Algae: Eagle Pond has had regular episodes of blue-green algae (BGA) colonisation.
- Bulsrush: Dog Pond has become significantly overgrown with the native plant Bulrush (*Typha latifolia*), leaving virtually no open water.
- Michaelmas daisies (Asters) – this garden escape has colonised many of the steep banks around Hollow Pond.

Infrastructure

- Inlets/outlets: The outflow from Hollow Pond is culverted under Whipps Cross Road, then via an underground pipe under the original Victorian hospital building at Whipps Cross Hospital. In times of heavy rainfall, the water bursts through the manholes to this underground pipe, and the basement of the Victorian hospital building has been known to flood in the past.
- Revetments: Existing timber revetments around the west bank of Eagle Pond are in a poor state of repair, with erosion of the bank behind the revetments.
- Information boards/signposts:
    - ‘Gateway to Epping Forest’ signs: There are no Epping Forest Gateway signs on any of the major roads that surround Leyton Flats.
    - Small ‘Corporation of London’ signs: Leyton Flats has two ‘Corporation of London’ signs, one at the Snaresbrook Road car park and one towards the southeast end of Whipps Cross Road, almost opposite Chadwick Road.
    - ‘No Fishing’ signs: There are two ‘No Fishing’ signs, one on the southwest shore of Hollow Pond, and one on the western edge of Eagle Pond.
    - ‘Feeding the wildfowl’ information boards: Two new boards are due to be in place at Hollow Pond and Eagle Pond by end of 2019 .
- Forest Furniture:
    - Benches: There are four benches adjacent to the Boathouse and also beside the Lakeside Diner; however, there are low numbers of perches/benches around Hollow Pond. As a guide, the Fieldfare Trust (2005) recommends a perch every 100m along busy paths, indicating around 15 perches or benches might be appropriate around the pond.
    - Waymarker posts: There are a number of wooden waymarker posts around Leyton Flats, marking out bridlepaths and footpaths.

Boundaries / Property

- Central Line: The Central Line, part of the Transport for London (TfL) underground network, passes through the southeastern corner of Leyton Flats in a steep-sided cutting around 240m long. The proximity of the Epping Forest boundary to the Central Line requires that the potential fire risk from wildfires (see below) and the potential of tree failure need to be managed.
- Shared ownership of Eagle Pond banks and dam: The Eagle Pond came into Corportation of London ownership in 1881 (Alan Baxter, 2018). Although the waterbody and west bank of Eagle Pond are held in trust by City Corporation, the public highway to the north of Eagle Pond, comprising Snaresbrook Road, the pavement and retaining wall, is owned by the London Borough of Redbridge. The south and east banks of Eagle Pond are in the ownership of HMCTS and there is currently no public access.
- The Log Cabin is a catering establishment on land dedicated as a public highway, to support a tramway which ran between 1906-39, before being replaced by a trolleybus until 1962. The highway dedication remains in the ownership of the City Corporation. The City Corporation is in the process of negotiating with the local authority about the return of this now unused strip of highway dedicated land to Epping Forest.

Highway Verges

- The verges along the roads around Leyton Flats are cut once a year in August/September to prevent encroachment onto the pavements.
- Sightlines on car park entrances and road junctions are cut annually by COL in June/July.

Utilities

- Beckton desalination pipeline: This pipeline transfers drinking water treated at the Thames Water Desalination Plant (also known as the Beckton Desalination Plant) to northeast London for use by local residents. The pipeline crosses Leyton Flats from the southeast to the northwest. Upon completion of the works, Thames Water issued COL with a notice that states: *'After the work is finished, we will send you a plan showing the exact position of the pipe, and the strip of land over the pipe that must be kept clear of structures or trees in case we have to carry out repairs or remedial works'.* COL currently cuts the grass along the pipeline corridor twice a year.

MANAGEMENT CONSIDERATIONS

Ecological

- Climate change and climate heating: this over-arching and increasingly serious problem will need to be factored into future management decisions for the site and, particularly, the protection of its scarce habitats and species. It is likely to increase the susceptibility of the trees and vegetation to diseases and drought.
- Favourable Conservation Status of the SAC – Site Improvement Plan (SIP) and Favourable Condition of the SSSI: management work will need to try to address the two key problems for favourable condition identified by Natural England: air pollution and recreational pressure. To address the former, a close working relationship is required with other stakeholders, particularly the London Borough of Waltham Forest through its updating of its Local Plan and its highways and development proposals. Recreational pressure also needs to be considered under the forthcoming SAC Mitigation Strategy and this current ISP outlines possible management

proposals that may help address the issues of visitor numbers and help to protect habitats like the acid grassland and heather.

- Acid grassland habitat: Acid grasslands are so-called because they are characterised by nutrient-poor (low nitrogen and phosphorus content) and acidic soils (those with a low pH – sandy/gravelly). They are closely associated with andn often interleve with dry heathlands where heather and other ericaceous plants are characteristic. The low nutrients, acidic conditions and drought-affected soils favour a wide diversity of specialist native plants that can thrive where the more common, faster-growing grasses cannot easily survive. At Leyton Flats these native plants, that give the Forest landscape its distinctive character, include low-growing vegetationsuch as sheep's sorrel, tormentil, heath bedstraw and heather alongside fine-leaved grasses and rushes, including scarce species such asmat grass, heath grass, heath rushand sheep's-fescue. Acid grassland is a UK Biodiversity Action Plan habitat and, as such, is a top priority for wildlife conservation nationally. The open areas of acid grassland are currently managed via a mosaic of cuts on a cycle of 3 years. The quality of the acid grassland is being adversely impacted by the following significant issues:
    - Decline in grazing: Prior to the modern era, Leyton Flats was an area of largely open acid grassland within wood-pasture, kept free of scrub by the grazing of commoners' cattle; this practice ceased following the outbreak in 1996 of mad cow disease (Bovine spongiform encephalopathy, BSE). Since then approximately half the former extent of acid grassland has developed into dense secondary woodland and scrub (Adams, 2015).
    - Scrub and tree encroachment: Specialist acid grassland species at Leyton Flats are declining, and many that would be expected to be abundant are sparsely represented (Adams, 2015). For example, Leyton Flats is the London stronghold for Creeping Willow (*Salix repens*) (BSBI, 2019). In 2015 there remained six small dense areas of Creeping Willow (Adams, 2015).
    - Air pollution: Deposition of nitrogen pollutants from the air is causing a rise in soil fertility, allowing more competitive species to dominate the more desirable acid grassland species.
    - Recreational pressure: There is some loss of acid grassland areas through visitor trampling pressure along the extensive informal path network.
- Ancient / veteran trees: There are two ancient Oak (*Quercus robur*) trees on the City Corporation's database of veteran trees, with many additional ancient/veteran trees currently unmapped. Across Whipps Cross Road from the main area of Leyton Flats is an area that, in the 1870s, was noted for being the location of a 'King of the Forest' oak, i.e. a particularly large and fine specimen (as shown in a 1870s sepia photo, see Appendix 3).
- Avenue of Hornbeam: There is an avenue of Fastigiate Hornbeam (*Carpinus betulus* var. 'fastigiata') along the western boundary of Leyton Flats, adjacent to Whipps Cross Road, established as part of the 2012 Olympics. The avenue of trees needs ongoing management, with some failures needing to be replaced.
- Open water
    - Hollow and Eagle Pond together form a significant part of Leyton Flats, with Hollow Pond having one of the richest remaining aquatic floras in Epping Forest (Adams, *pers.com*.). Additionally there are two smaller ponds, Dog Pond and Cow Pond. Across all four ponds, the following issues are adversely impacting their habitat quality:
        - Water Quality: Water quality is typically poor as a consequence of eutrophication and atmospheric pollution, in particular nitrogen deposition. Eagle Pond is

further affected by organic and heavy metal pollution from road run-off, via a storm drain from Snaresbrook Road;
        - Blue Green Algae: Eagle Pond has had regular episodes of BGA colonisation;
        - Invasive plants: Dog Pond has become significantly overgrown with the native plant Bulrush (*Typha latifolia*), leaving virtually no open water. The non-native plant *Crassula helmsii* is extensively colonising Dog Pond and it is established in the margins of the adjacent Hollow Pond;
        - Michaelmas daisies (Asters) – this garden escape has colonised many of the steep banks around Hollow Pond;
        - Erosion of banks: High visitor pressure has led the banks of Hollow Pond and Eagle pond to become eroded and poorly able to support marginal vegetation;
        - Plastic waste: Both Eagle Pond and Hollow Pond have a significant plastic litter problem; and,
        - Wildfowl feeding: There is a high level of bird feeding with bread and similar food waste, which adversely impacts water quality and the health of wild birds, as well as increasing opportunities for rats.
    - Water supply: Water in the ponds originates from ground water, surface water drainage and direct precipitation. In recent years, groundwater levels have been low, with adverse impacts on habitat quality, angling and boating.
    - Decreasing fish populations: Fish surveys of the main aquatic bodies in Epping Forest are undertaken annually by City Corporation staff. In recent years, there has been a marked reduction in fish numbers and species diversity in Eagle and Hollow Ponds (City of London Corporation, 2018). Bankside erosion of protective and sheltering marginal vegetation (despite some planting up of embayments), low water levels and possibly poorer water quality exposing the more numerous fish species to easier predation by larger fish and birds seem likely to be the main causes of this decline.
    - Amphibians: Hollow Pond-Dog Pond were assessed as being of medium importance for amphibians and medium priority for management. Eagle Pond and Cow Pond were assessed as being of low importance for amphibians and low priority for management. (Cathering Bickmore Associates, 2014). A Cow Pond restoration project led by the Froglife charity will be undertaken from 2020 with the aim of enhancing its amphibian habitats, especially for toads. Further details of the amphibian survey and specific management recommendations are in Appendix 2.

Heritage and Landscape

- Leyton Flats and the Wanstead Park Estate: The whole of Leyton Flats was, in the 18th and 19th century, the source of water for the Wanstead Park Estate, which was drained along an artifical channel know as the River Holt. The system was created by Adam Holt and it fed the water system of what is now Wanstead Park (also within Epping Forest). However, the channel of the River Holt has now been lost and there is scant documentary evidence to indicate its original course (Alan Baxter, 2018).
- Wanstead Park Estate: The Wanstead Park Estate is a nationally (potentially internationally) important historic designed landscape, created around Wanstead House during the 17th to 19th centuries (LDA Design, 2019 *in draft*). It is Grade II* on Historic England's *Register of Parks and Gardens of Historic Interest* (Historic England, 1986).

- Eagle Pond:
    - Eagle Pond: The Eagle Pond Conservation Management Plan (Alan Baxter, 2018) references a 1746 survey of London which shows Eagle Pond as being part of the Wanstead Park Estate, connected via an avenue of trees to the mansion house. Earlier maps of the area are either insufficiently detailed to show the pond, or comprise both actual and aspirational landscape elements. As such, the pond may have been in existence prior to being incorporated within the Wanstead Park Estate, or may have been created specifically (Alan Baxter, 2018).
    - Historical significance of Eagle Pond: As Eagle Pond was once part of the wider landscaping of the Wanstead Park Estate in the 18th Century, the pond is deemed to be of national historical significance (Alan Baxter, 2018).
    - Infant Orphan Asylum: In the 19th Century, the Eagle Pond became part of the landscaping of the Infant Orphan Asylum, a vast institution designed by the celebrated architects Sir George Gilbert and William Bonython Moffatt. It is now Snaresbrook Crown Court.
- History of Hollow Pond: Hollow Pond was originally created by the extraction of gravel in the 19th century. This left pits in the naturally marshy land and, in 1905, the Distress Committee recruited the unemployed to expand the pond to create a place of beauty and recreation; a tradition of row boating was established at this time. Row boating is still a popular attraction at Hollow Pond, with the current boathouse and layout very similar to over a 100 years ago, as evidenced by postcards (e.g. http://www.45spaces.com/topographical-postcards/r.php?r=6402-xe , see also Appendix 3 of this report, which is an image of a postcard dating from 1909). 'Hollow Ponds' also features in popular culture – it is the title of Damon Albarn's third single, released in 2014, from the album 'Everyday Robots' (https://en.wikipedia.org/wiki/Hollow_Ponds).
- Birch Well: The Birch Well is located near to the boundary fence of Snaresbrook Crown Court. It is a stone-edged pool about 1.5m long and somewhat oval in shape. The well was once perhaps the most important of the public wells that supplied Wanstead with its drinking water (Eastment, 1969).
- Post-war pre-fabricated housing: The London 1:1,250 Ordnance Survey maps from 1947-64 show the presence of 117 pre-fabricated housing on Leyton Flats, on land alongside Whipps Cross Road, between Lakeside car park and Chadwick Road. These were erected at the end of the Second World War; in January 1945, the Epping Forest Committee agreed to the construction of these huts by Leyton Council.
- Whipps Cross Lido: The Whipps Cross Lido was built in 1905 and was at one time Great Britain's largest open air swimming pool until it closed in 1982. The former pool was backfilled for some years using soil from operations such as pond desilting and organic material arising from Forest operations. The original footprint of the lido is now difficult to locate as it has been reclaimed by the Forest. The Lido is still alive in local people's memories and there is a strong oral tradition of swimming in the Lido, either on summer weekends as a family day out, or of school swimming lessons in freezing water during term time (Bayliss, 2013).

Access

- Pedestrian access:
    - Leyton Flats is easily accessible on foot by local people and those visiting Whipps Cross Hospital (opposite the Flats), as well as by public transport. There are five over/underground rail stations within three quarters of a mile of Leyton Flats. The access

by bus services and cycling has been significantly enhanced by the mini-Holland scheme recently completed by the London Borough of Waltham Forest. This has improved the bus interchange at the junction of Whipps Cross Road and Lea Bridge Road, in the northweast corner of Leyton Flats. This present significant opportunities to provide better access into the Forest from the bus interchange and associated cycle paths and encourage visitors to arrive by these modes of transport rather than by private car.

- Access from north of Leyton Flats is through dense woodland on narrow paths, through an area with anti-social behaviour concerns.
- Shared use trail: there is an historic route (a "desire line" in effect) across the centre of the main grassland along with other wide and well-used paths around the more wooded periphery of Leyton Flats. These can be used to link to areas of the Forest to the north (Gilbert's Slade) and south (Bush Wood and Wanstead Flats via an underpass) and may be used as part of the unofficial long-distance footpath known as The Centenary Walk..
- Waymarked trail: A 3.5 mile circular path, the Hornbeam Trail, links Leyton Flats with Gilbert Slade to the north, which is way-marked with posts at regular intervals. The route is signposted from Snaresbrook Road and Whipps Cross Road car parks. As the most visited location in Epping Forest, there is the potential to provide a wider variety of waymarked trails to cater for the wide range of access needs of visitors to Leyton Flats whilst better protection the grassland and woodland soils of the SAC/SSSI from compaction and erosion. Waymarking could include more route information to better connect Leyton Flats to nearby Wanstead Flats and Wanstead Park, both also within Access via cycle routes:
- Lea Bridge Cycle Route: As part of Transport for London (TfL)'s cycle superhighways project (TfL, 2019), the London Borough of Waltham Forest has installed dedicated cycle lanes in both directions along this road from the borough boundary to Whipps Cross roundabout, at the northwest corner of Leyton Flats. The cycle lanes along Lea Bridge Road connect with several other schemes, including Leyton to Chingford and Leyton to Blackhorse Road Station, and onwards to other cycle schemes. Overall, London's cycle superhighway project may increase the number of visitors arriving at Leyton Flats by bike, and potentially increase the overall number of visitors to the Flats.
- There is an opportunity to link Leyton Flats and the wider Epping Forest with this extended London cycle route for recreation and commuting north through the Forest.

- Vehicular access and car parking:
  - There are three car parks serving Leyton Flats, one off Snaresbrook Road to the north, and two car parks accessed from Whipps Cross Road to the south (Boat House car park and Lakeside car park).
  - Hours of opening: Snaresbrook Road car park is gated opening times are broadly between dawn and dusk. Currently, there is no gate preventing access to the Boathouse and Lakeside car parks. Lakeside car park is used throughout the night by people visiting the Log Cabin, a 24 hour café.
  - Car park capacity: Lakeside car park and Boat House car park experience very high levels of use. The unbonded, MOT Type 1 car park surface is not suited to the current level of use these car parks face and they quickly become deeply potholed after repairs. Epping Forest car parks are subject to a wider strategy determining grading of surfacing, gating and signage, which is in progress. As the most visited car parks in Epping Forest, the

highest grading will be appropriate and will determine the level of works required to upgrade these car parks.

- Use of car parks by non-Forest users: The demand for spaces at the Leyton Flats car parks by different categories of users needs to be set within a wider context and car parking strategy for the whole of Epping Forest. Car parks are provided for legitimate visitors to Epping Forest. At Leyton Flats, in addition to Forest visitors, there is use by commuters and those visiting the catering establishments and Whipps Cross Hospital.

- Epping Forest signage and branding: Gateway and site branding is limited at present and, at the main Lakeside and Boat House car parks, the City Corporation identity and messaging currently loses visibility because of the range of different businesses present there. There is a significant opportunity to provide enhanced interpretation of the heritage and natural environment around the site, as well as improved directional signage, mapping and branding.

Community

- Catering facilities and public conveniences
  - The Lakeside Diner
    - The Lakeside Diner is a refreshmnent kiosk near to Hollow Pond, licensed by the Corporation of London. A Food Hygiene and H&S audit was conducted of this catering establishment in May 2008 (Stewart Harris Agnew, 2008a). At that time, the Lakeside Diner was deemed to have limited space in the unit, with a cramped cooking area, no specific staff amenities, and no W.C. facilities on site for staff or visitors.
  - Boathouse Tea Hut
    - A Food Hygiene and H&S audit was conducted of this catering establishment in May 2008 (Stewart Harris Agnew, 2008b). At that time, half of the Boathouse was in the final stages of being converted to a 'Tea Hut', which the auditors noted had been fitted to a very high standard, though without W.C. provision.
    - The Boathouse Tea Hut does good business serving customers who visit Hollow Pond to hire rowing boats. However, the owners have expressed concern at the lack of W.C. facilities at Hollow Pond / Leyton Flats, following complaints made by boathouse customers (James Maestri *pers. comm*.).
  - The Log Cabin
    - The Log Cabin is a 24-hour refreshment kiosk a little to the southeast of the Lakeside Diner, located on a thin strip of London Borough of Waltham Forest land.
    - The return of the redundant tramway to Epping Forest will enable the City Corporation to review the current range of catering facilities at this location.
  - Lack of public conveniences: Leyton Flats is Epping Forest's most visited location, with two catering facilities, a play area and a boat hire facility, but the nearest public toilets are at Whipps Cross hospital, around 400m from Lakeside car park.
  - Reviewing the long term catering offer for the site, to include provision of public conveniences and identifying a potential financing strategy to fund any possible changes, is a key development activity for Leyton Flats.

- Natural Play Area: The London Borough of Waltham Forest (LBWF) funded the installation of a play area that was installed in 2015. These structures were erected by Hollow Pond and are maintained by the LBWF under a care and maintenance agreement.
- Fishing: Fishing is permitted in Hollow Pond for people holding the appropriate Environment Agency licences. Angling was banned from Eagle Pond in 1991-92, due to water fowl becoming tangled in fishing lines.
- Rowing boat hire
    - Boating location: Hollow Pond is currently the only location in Epping Forest where row boats can be hired by the public. It is a very popular venue and attracts large numbers of visitors in the summer months.
    - Hollow Pond water level: In dry years, the water level in Hollow Pond can become very low, impacting both boating and fishing. With climate heating the frequency and length of low water levels is likely to significantly increase.
    - The boating wharf at times of high water can become submerged. Works to improve the wharf, including improved disabled user provision, are being developed by staff from Epping Forest and the City of London Engineers.
- Wild swimming: There is a strong and constituted pressure group in the local area lobbying to create open water swimming in Hollow Pond or to reinstate the lido. They are undertaking a feasibility study on the understanding that there would be no funding from either the City of London Corporation or London Borough of Waltham Forest.
- Community engagement: In contrast to similarly popular Forest locations with nearby communities, there is a relatively low level of local community involvement in the management of Leyton Flats. Local community and voluntary organisations currently engaged in the location include:
    - OWL Group: Important support is provided by the OWL group (http://www.owlsnaresbrook.org.uk), who undertake litter collection and dissemination of sexual health and personal safety messages in the north of Leyton Flats; and,
    - Froglife: Froglife are working to acquire co-funding for a Heritage Lottery Fund (HLF) project called TOAD, to undertake works on Cow Pond to restore the waterbody and make it suitable for toads and other amphibians. City Corporation have given permission for the works to be carried out on Cow Pond should Froglife be successful in obtaining funding. Furthermore, City Corporation have agreed to undertake any required maintenance for a period of 10 years, which is likely to be undertaken by the Epping Forest Conservation Volunteers, who carry out practical management tasks on the Forest.
- Stronger local community involvement in the management of Leyton Flats will improve representation of the interests of local residents and user groups. Potential groups to consider more engagement with include:
    - Forest Residents Association (FORA, https://forestresidents.org/): This association is based in and around the Leytonstone Conservation Area, which includes City Corporation land southeast of James Lane.
    - Wanstead Society (https://wansteadsociety.org.uk/): This society is based around Wanstead, to the east of Leyton Flats, but the Society have recently liaised with City Corporation regarding litter and excessive feeding of bread to wildfowl in Eagle Pond.

Anti-social Behaviour

- Leyton Flats is substantially adversely impacted by many anti-social behaviour problems. These include:
    - Rubbish bins and litter: There is a daily collection of litter bins across Leyton Flats and five litter picks undertaken by Epping Forest staff each week. During busy periods, bin capacity can be overwhelmed in some areas, especially near the catering establishments.
    - Dumping of waste bread from local bakeries: There is a particular problem with local bakeries dumping their surplus bread at close of business by the Boat Hut. Feeding bread to wildfowl causes them health problems and the dumping of bread in the water impacts the water quality.
    - Public Sex Environment: The dense scrub woodland in the north of Leyton Flats facilitates a public sex environment (PSE). The impacts of the PSE is managed by City Corporation and Metropolitan Police Service (MPS) to NPCC (formerly ACPO) guidance. The Police service is mindful that PSEs can become a focus for prostitution, muggings and hate crime
    - Rough sleeping: There is a significant amount of rough sleeping among areas of dense scrub in the south of Leyton Flats, near to the Central Line. Staff work actively with a range of government and local services to help vulnerable people rough sleeping on the Forest to find a better outcome;
    - Wildfires: there have been a number of large wildfires during drought periods over the latter part of the 20th and early 21st Century. Such fires present a number of hazards to public safety and also to the wildife of the area. Fire hazard reduction and management measures, including access and habitat management, are being enhanced and are included in this ISP.

Local Plans

- Local Plans: The Local Plans for both the London Borough of Waltham Forest and the adjacent Local Authorities are being revised and all are planning a significant increase in housing and employment space. The LBWF is currently committed to provide for 27,000 additional housing units by 2035, with 18000 of these by 2030 (London Borough of Waltham Forest Local Plan Regulation 18 Consultation July 2019).
- Recreational Zone of Influence: Natural England, the statutory body responsible for Special Areas of Conservation (SACs), has issued an interim advice relating to the emerging strategic approach for the Epping Forest SAC Mitigation Strategy (Natural England, 2019). This advice defines the recreational Zone of Influence (ZoI) around the boundary of Epping Forest SAC as being 6.2km, being the distance upto which more than ¾ of visitors will travel to visit Epping Forest SAC (see also the Epping Forest Visitor Survey 2017, Liley et al, Footprint Ecology).
- LBWF emerging Local Plan: The vast majority of the additional housing planned within the London Borough of Waltham Forest will be within 6.2km of Leyton Flats, so well within the SAC recreational Zone of Influence, as defined by Natural England. The furthest (northern) boundary of the LBWF from Leyton Flats is just over 7km away.
- Open space provision in the LBWF: Open space in the London Borough of Waltham Forest covers an area of 1205ha (London Borough of Waltham Forest, *in draft*), of which 426ha (35%) is Epping Forest Land. Of this, Leyton Flats covers 78ha of Forest Land within the London Borough of Waltham Forest, which represents around 6.5% of the public open space in the

Borough. As such, Leyton Flats is a significant contributor of natural green space within the LBWF that will be heavily impacted by the increase in housing units proposed in the emerging Local Plan.

- Current carrying capacity of Leyton Flats: The current carrying capacity of visitors to Leyton Flats is at or exceeding sustainable management levels and is adversely impacting on the SSSI and SAC. This is evidenced in the soil erosion visible around the site, particularly the lakeside and nearby grassland, from excessive numbers of visitors, as well as anti-social behaviours such as littering and dog-fouling
- Epping Forest SAC Mitigation Strategy: There is an interim Strategy which includes costed Strategic (visitor) Access Management Measures (SAMMs) prepared by the City of London Conservators of Epping Forest. This interim Strategy was preapred by and approved by Epping Forest District Council in consultation with the wider MoU Oversight Group, which includes the LBWF. However, it awaits formal approval by the London Boroughs and a final SAC Mitigation Strategy incoporating other mitigation measures for the SAC is still required to be completed. The interim Strategy tariffs, for housing developments for which planning permission is sought prior to the completion of the relevant Local Plan, are likely to change once the final Mitigation Strategy has been completed and costed to address outstanding matters such as air pollution impacts (Natural England, 2019).

LEYTON FLATS MANAGEMENT STRATEGY

'London's Great Forest', a strategy and management plan for Epping Forest 2020-2030 sets out five key strategic priorities for Epping Forest, these being:

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

Within the context of the overarching strategy and management plan for the whole of Epping Forest (above), this ISP identifies a series of local management strategy objectives for Leyton Flats, to be implemented over the next 5-10 years (Table 1). The City of London Corporation will also discharge its obligations with respect to property management issues, as identified in this ISP.

Table 1: Management Strategy Objectives for Leyton Flats

Leyton Flats Management Strategy Objectives		**Epping Forest Management Strategy Objectives**
A	To identify a programme of conservation measures that will contribute towards improving the condition status of the Leyton Flats SAC/SSSI and Eagle Pond SINC.	2, 5
B	To ensure that COL offers a visitor experience to Leyton Flats that meets the needs of the communities today and into the future, in a sustainable and welcoming way.	1, 3, 4, 5
C	To finance an Infrastructure Improvement Programme from increased income generation originating from Leyton Flats.	5
D	To encourage local community involvement in the management and enhancement of the environment of Leyton Flats.	1, 3, 4
E	To seek to mitigate the impact of additional visits from new developments within Epping Forest SAC's Zone of Influence, through a range of measures including improved landscaping, alternative routes and destinations alongside more and improved interpretation.	1, 2, 5

OUTLINE MANAGEMENT PROGRAMME FOR LEYTON FLATS

Leyton Flats Objectives	Action	Timing[1] (ongoing/years/subject to funding)
City Corporation obligations, A, B	*Site safety and legal work* • Continue to undertake COL statutory requirements with respect to site safety and legal work. This includes: o Work with HMCTS to inspect and monitor Eagle Pond and associated infrastructure to standards set out in the Reservoirs Act 1975 (as amended by the Flood and Water Management Act 2010); o Resolve statutory undertaker responsibilities for Eagle Pond with HMCTS and LBR; o Managing tree safety to COL Tree Policy through regular inspections and remedial works; o Managing path safety to COL Trails Policy through regular inspections and remedial works; o Implement the 2019 wildfire management plan; o Maintain dissolved oxygen monitoring of water bodies and surveillance for hypoxia events and Harmful Algal Blooms (HABs).	 Annually/Quinquennially Annually Annually Annually Annually Annually
A, D, E	*Habitat Management* • Seek to improve Leyton Flats SSSI Compartment 136, altering the trajectory from 'Unfavorable – No Change' to 'Unfavourable – recovering'. Key targets for the conservation programme will include: o No further net-loss of the acid grassland area; o Controlling coarse grass, brush and scrub growth through cutting interventions; o Developing an aquatic habitat management strategy and plan; o Improving water quality and catchment management to Hollow Pond, associated ponds and ditch water supply; o Working with Froglife to restore Cow Pond; o Protecting and managing old trees including increasing opportunities to secure the conservation of Stag Beetles on site; o Supporting the LIGS designation for the Boyn Valley Gravel exposure by	 Ongoing Ongoing Ongoing 2022 Subject to funding 2020-2021 Ongoing Ongoing

[1] Ongoing = task is ongoing on cyclical basis in current management of the site, 2019 = first year of new task, subject to funding = additional funding required for task / project to be progressed

Leyton Flats Objectives	Action	Timing[1] (ongoing/years/subject to funding)
	supporting maintenance and interpretation of the feature; and, o In partnership with LBWF, replacing fastigiate Hornbeam avenue alongside Olympic cycleway.	Subject to funding
City Corporation obligations, A, D	*Invasive species management* • Monitor and control invasive species to ensure the City Corporation meet statutory obligations and agreed policies and guidelines, including: o Reducing the risk to Hollow Ponds of being colonised by *Crassula helmsii* through manual removal and herbicide sport treatment; o Managing the numbers of roosting Canada Goose through humane egg control; to reduce the impacts of overgrazing on waterside vegetation and faecal water enrichment; o Working with partners to manage the numbers of visiting Canada Goose, to reduce the impacts of overgrazing on waterside vegetation and faecal water enrichment; o Oak Processionary Moth management, including nest removal and awareness raising with visitors through signage and other communication methods. .	Annually Annually Annually Annually
B, C, D	*Access Management* • Develop an Access Management Plan for Leyton Flats. Key aspects of this plan include: o Establishing 'welcoming' access Gateways to Leyton Flats through habitat management and minor infrastructure works; o Deflect visitor pressure away from sensitive acid grassland by promoting access to less sensitive areas (e.g. woodland areas) by making the latter more attractive to visitors; o Enhancing the accessibility of Leyton Flats to ensure it meets future visitor needs (including those of local schools) identified in LB of Waltham Forest; and o Defining clear routes to other parts of the Forest including local links to Wanstead Park and Wanstead Flats alongside the creation of circular waymarked trails for those wishing to explore Leyton Flats. o Work in partnership with LBWF & TFL to manage Epping Forest Olympic Cycleway.	2021

Leyton Flats Objectives	Action	Timing[1] (ongoing/years/subject to funding)
	○ Enhance the access through the non-SAC areas of Hospital and Houblon Woods west of Whipps Cross Road	
City Corporation obligations, B, E	*Enforcement* • Continue to address enforcement issues at Leyton Flats, including: ○ Working with visitors to manage issues around littering, dog control, dog-fouling, fires and alcohol consumption displaced from Town Centre Alcohol Restriction Zones; ○ Providing interpretation on positive wildfowl feeding to reduce negative impacts and encouraging tenants to sell floating wildfowl food; ○ Working with MPS, LBWF and St Mungo's Trust on No Second Night Out (NSNO) ambitions for rough sleepers; ○ Working with MPS, LBWF & LGBT Groups to monitor the use of the Public Sex Environment (PSE).	Ongoing 2021 2022 Ongoing
A, B, C, D, E	*Resourcing* • Develop an Investment Resourcing Plan for Leyton Flats. To achieve the required site investment, key aspects of the Plan will include: ○ Identifying investment needs; ○ Developing an Asset Management Strategy to review, through public consultation, existing catering outlets and visitor preferences. ○ Identifying opportunities for further on-site income generation; ○ Seeking external grant funding, e.g. Countryside Stewardship to part-fund habitat management works; ○ Identifying and encouraging potential community support opportunities.	2021
B, D, E	*Community* • Develop a Community Engagment Plan for Leyton Flats (or potentially the wider Leyton Flats, Wanstead Park and Wanstead Flats area), in line with the Community Planning Toolkit (https://www.communityplanningtoolkit.org/). Key aspects of the Plan will include: ○ Facilitating local community involvement in the management and development of Leyton Flats; ○ Identifying community measures to reduce anti-social behaviour on parts of Leyton	2021

Leyton Flats Objectives	Action	Timing[1] (ongoing/years/subject to funding)
	Flats, in conjunction with habitat management works.	
B, D	*Heritage* • Develop a Heritage Statement for Leyton Flats to highlight its historical and cultural legacy. Key aspects of this plan will include: o Developing interpretation information on the history and cultural heritage of Leyton Flats; o Ensuring that heritage information is linked with information on the natural aspect of Leyton Flats; and o Facilitating local community involvment in disseminating heritage information to visitors.	2024

POTENTIAL ENHANCEMENT PROJECTS REQUIRING ADDITIONAL EXTERNAL SUPPORT & RESOURCES

Additional support needs to be sought from local businesses and community partners to take forward the following projects:

- Visitor access infrastructure: Unquantified at present is the long term development of the visitor access infrastructure to meet changing community needs, linked to future substantial development in the area. Works arising from such develoments does not form part of the current site expenditure and additional funding will need to be identified to progress any changes and also to develop plans and mitigation proposals.
- Circular path: Access to the Crown Court Gardens to create a circular walk around Eagle Pond.
- Water quality management: The successful management of the waterbodies on Leyton Flats will require increased investment, including submerged pump aeration units to counter hypoxia events; the diversification and protection of the marginal vegetation through purchasing and planting appropriate plants and the management of accummulated silt.
- Water conservation strategy for Hollow Pond: The increasing number of drought years and the lowering of gravel groundwater levels due to abstraction elsewhere require a water conservation strategy for Hollow Pond, including the repair of the current impounding dam, improved bridging of the outflow and the potential pumped recirculation of water leaving Hollow Pond for the sewerage system. Borehole abstraction for additional water resources would be subject to licensing by the Environment Agency and investment in borehold and pump infrastructure.
- Ancient tree management: A survey of ancient / veteran trees on the Flats could be undertaken by a community partner.
- Species recovery: The Creeping Willow and amphibian conservation projects are potential community-based projects, the latter is already in hand with *Froglife*.
- Birch Well: The renovation of the Birch Well and associated area is a potential community-based project.
- Cycle facilities: Visitor cycle parking and cycle hire could be provided in association with the mini-Holland scheme.
- Public Toilets provision: Public toilets could be provided at Leyton Flats through the renovation / expansion of one of the existing catering facilities.

EXTERNAL OPERATIONAL STAKEHOLDERS

To be completed

GLOSSARY OF TERMS AND ACRONYMS

Term / Acronym	Definition
Acid grassland	Nutrient poor acidic soils and grassy-mossy vegetation, including sheep's sorrel, tormentil, heath bedstraw, wavy hair-grass and sheep's-fescue. Heathers, such as ling, bellheather and cross-leaved heather, may also be present, and the grassland may be a mosaic of herbs and shrubs.
ACPO	Association of Chief Policer Officers (replaced in 2015 by NPCC)
APA	Archaeological Priority Area
Barts Health NHS Trust	A NHS Trust responsible for five hospitals, including Whipps Cross University Hospital in Leytonstone
BGA	Blue-green algae
BSE	Bovine Spongiform Encelopathy
Chalybeat spring	Also known as a ferruginous spring, is a mineral spring containing salts of iron
COL	City of London Corporation
EA	Environment Agency
EF	Epping Forest
Flats	An area of land with a relatively level surface compared to the surrounding, more undulating or hilly areas.
FORA	Forest Residents Association
Gravel workings	An area using for the extraction of gravel, often in a river valley where the water table is hgih, so that they may naturally fill with water to form ponds or lakes
High risk	In the context of the Flood and Water Management Act 2010, the Environment Agency classifies water bodies as being 'high risk' if an uncontrolled release of water could result in loss of life.
HLF	Heritage Lottery Fund
HMCTS	Her Majesty's Court and Tribunal Service
ISP	Individual Site Plan
Large raised reservoir	In the context of the Reservoirs Act 1975, a water body is classified as a large raised reservoir if it impounds more than 25,000 cubic metres of water
LBR	London Borough of Redbridge
LBWF	London Borough of Waltham Forest
LGBT	Lesbian, Gay, Bi and Transgender
LIGS	Locally Important Geological Site
MPS	Metropolitan Police Service
NE	Natural England
NPCC	National Police Chiefs' Council (replaced ACPO in 2015)
NSNO	'No Second Night Out' (Mayor London initiative)
OPM	Oak Processionary Moth
PSE	Public Sex Environment
SAC	Special Area of Conservation (European designation)

Term / Acronym	Definition
SINC	Site of Importance for Nature Conservation (local designation)
SSSI	Site of Special Scientific Interest (UK designation)
TfL	Transport for London
Wood pasture	An area that has been management by a long-established tradition of grazing, allowing the survival of multiple generations of trees, characteristically with some veteran/ancient trees

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APPENDICES

1. Detailed Activity Plan
2. Amphibian survey results and management recommendations
3. Photographic evidence
4. Figures

APPENDIX 1: Detailed Activity Plan

Operational Activity	CMPT	Location	Month	Year	Area (Ha)	Cycle	Description	Zone	Team
SL – Fire Safety Management	36	**Leyton Flats**: fire access route.	July	2020		1	**Cut and leave**: Path cut along the fire access routes to ensure they are clearly identifiable on the ground and have a minimum clearance of 3m width and 6m in height.	S	G
SL – Wayleave management	36	Leyton Flats	Aug	2020		1	**Cut and leave**: Cut the route of the Becton Desalination water main at Leyton Flats to prevent the establishment of woody plants along it.	S	G
AW - Pedestrian access maintenance	36	Leyton Flats	Dec	2020		0	**Path management**: Initial cut back of vegetation to define an open access route from Lea Bridge road to Hollow ponds. (Possible link with the route coming from the entrance at the junction of Snaresbrook Road and Lea Bridge Road)	S	A
SL - Grass cutting	36	**Leyton Flats**: Whipps Cross by bus stop	Jul	2020	0.43	1	**Cut and leave** the grass in the mapped area. Strim the pedestrian path verges and alongside the Whipps crossroad.	S	G/M
AW - Pedestrian access maintenance	36	Leyton Flats	July	2020		1	**Path Management: C**ut a 3m wide path along mapped routes.	S	C
SL – Fire Safety Management	36	**Leyton Flats**: fire breaks.	Jun	2020		1	**Cut and leave** mainly grass vegetation along fire breaks (See Map 1 and 2). Red cutting Zone: Total of 1943m by 8m, Blue cutting zone: Total of 573m by 6m wide.	S	G
SL – Wayleave management	36	Leyton Flats	June	2020		1	**Cut and leave**: Cut the route of the Becton Desalination water main at Leyton Flats to prevent the establishment of woody plants along it.	S	G

Operational Activity	CMPT	Location	Month	Year	Area (Ha)	Cycle	Description	Zone	Team
AW - Pedestrian access infrastructure	36	Leyton Flats	Mar	2020		0	**Path construction**: Cost proposal to create new N-S path linking Snaresbrook Car Park with the Green Man Roundabout using existing substrate but supplementing where necessary with granite MOT Type 1 substrate to cover wet patches / dips. Investigate opportunity to extend path construction needs to provide surfaced links through Gilberts Slade to Waterworks Corner	S	HOP
AW - Pedestrian access maintenance	36	Leyton Flats	May	2020		1	**Path Management: C**ut a 3m wide path along mapped routes.	S	C
SL – Fire Safety Management	36	**Leyton Flats**: fire access route.	May	2020		1	**Cut and leave**: Path cut along the fire access routes to ensure they are clearly identifiable on the ground and have a minimum clearance of 3m width and 6m in height.	S	G
SL - Grass cutting	36	**Leyton Flats**: Whipps Cross by bus stop	May	2020	0.43	1	**Cut and leave** the grass in the mapped area. Strim the pedestrian path verges and alongside the Whipps crossroad.	S	G/M
SL – Fire Safety Management	36	Leyton Flats	Nov	2020		3	**Cut and leave**: Three yearly programme to cut or mulch mature gorse to reduce the fuel available for fires. Arisings to be chipped and left on site on coarse vegetation areas and away from acid grassland.	S	G/A
AW - Pedestrian access maintenance	36	Leyton Flats	Sept	2020		1	**Path Management: Optional, cut** a 3m wide path along mapped routes.	S	C
SL – Fire Safety Management	36	**Leyton Flats**: fire access route.	Sept	2020		1	**Cut and leave**: Optional path cut along the fire access routes to ensure they are clearly identifiable on the ground and have a minimum clearance of 3m width and 6m in height.	S	G
SL - Reservoir Management	36	Leyton Flats: Eagle Pond	Sept	2020		1	**Dam management**: Undertake works recommended by the inspecting reservoir engineer.	S	M/DBE
LAW - Avenues	36	Leyton Flats		2020		0	**Tree Avenue**: Audit the condition of the Hornbeam (*Carpinus betula*) avenue and identify improvement needs and the mechanism to progress these.	S	HOP

Operational Activity	CMPT	Location	Month	Year	Area (Ha)	Cycle	Description	Zone	Team
NWH - Initial restoration work	36	Leyton Flats		2021		0	**Grassland Restoration**: Extend the area of acid grassland through widening priority access routes and extending and linking existing grassland areas. Leave worked areas in a state suitable for acid grassland to regenerate, by removing arisings to an alternative suitable location within Leyton Flats, such as by infilling Dog Pond (as per Ken Adams' recommendation).	S	A
NWH - Maintenance work	36	Leyton Flats		2020		3	**Grassland Management**: Three yearly works to reduce competition on the Creeping Willow stands and to facilitate their consolidation and spread, e.g. removing over shading trees and shrubs and thinning out competitive species.	S	A/Vol
NWH - Maintenance work	36	Leyton Flats		2020		1	**Grassland Management:** On three-year rotation cut and remove coarse grass areas and broom clumps.	S	G
OC-Internal Advisory	36	Leyton Flats		2020		0	**Planning - Access Management Plan**: Enhance the accessibility of Leyton Flats to contribute towards addressing future visitor needs in a sustainable manner		HOP/HVS
OC-Internal Advisory	36	Leyton Flats		2020		0	**Planning - Access Management Plan**: Establish 'welcoming' access Gateways to Leyton Flats through habitat management and minor infrastructure works		HOP/HVS
OC-Internal Advisory	36	Leyton Flats		2020		0	**Planning - Resourcing Plan**: Explore opportunities for external grant funding, e.g. Countryside Stewardship to part-fund habitat management works		HOP/HVS
OC-Internal Advisory	36	Leyton Flats		2020		0	**Planning - Resourcing Plan**: Identify investment needs	S	HOP/HVS
OC-Internal Advisory	36	Leyton Flats		2020		0	**Planning - Resourcing Plan**: Identify potential on-site income generation		HOP/HVS
SL - Grass cutting	36	**Leyton Flats**: Forest Glade behind church		2020	0.3	1	**Cut and leave** grass.	S	G

Operational Activity	CMPT	Location	Month	Year	Area (Ha)	Cycle	Description	Zone	Team
SL - Grass cutting	36	**Leyton Flat**s: pipeline area behind Whipps		2020	0.07	1	**Cut and leave** grass.	S	G
WMM - Pest and disease management	36	Leyton Flats		2020		1	**Invasive non-native species management**: Monitoring and control of Oak Processionary Moth (OPM) in line with Forestry Commission guidance.	S	A/C
AW - Pedestrian access infrastructure	36	Leyton Flats	Aug	2021		0	**Path construction**: Develop path construction funding proposals in association with local stakeholders and progress as required.	S	HOP
SL - Reservoir Management	36	Leyton Flats: Eagle Pond							
NWH - Water body management	36	Leyton Flats: Cow Pond		2021		0	**Waterbody Management**: Implementation of Froglife proposals to restore the Cow Pond.	S	Vol
OC-Internal Advisory	36	Leyton Flats		2021		0	**Planning - Access Management Plan**: Deflect visitor pressure away from sensitive acid grassland by promoting access to less sensitive areas		HOP/HVS
OC-Internal Advisory	36	Leyton Flats		2021		0	**Planning - Community Engagement Plan**: Develop a Community Engagement Plan for Leyton Flats as part of a wider Southern EF Community Engagement Plan.	S	HOP/HVS
OC-Internal Advisory	36	Leyton Flats		2021		0	**Planning - Resourcing Plan**: Identify income opportunities arising from the Epping Forest Mitigation Strategy resulting from the emerging Local Authority Local Plans		HOP/HVS
NWH - Water body management	36	Leyton Flats: Dog Pond		2022		0	**Invasive non-native species management**: Agree a plan to reduce/remove the risk of *Crassula helmsii* being able to spread to Hollow Pond from the Dog Pond. E.g. filling in Dog Pond, possibly through a new pond being dug in its place.	S	HOP
NWH - Water body management	36	Leyton Flats: Hollow Pond		2022		0	**Waterbody Management**: Prepare a sustainable water management strategy for Hollow Pond. To include water quality and quantity, water supply options, habitat/aquatic species management	S	C/HOC

Operational Activity	CMPT	Location	Month	Year	Area (Ha)	Cycle	Description	Zone	Team
NWH - Water body management	37	Leyton Flats: Cow Pond		2022		1	**Waterbody Management**: Ten-year maintenance program (TBC) arising from Froglife funded Cow Pond works.	S	A/Vol
WMM - Ancient tree management	36	Leyton Flats		2022		0	**Survey and monitoring:** Audit of the veteran trees present on Leyton Flats, including GPS location and condition assessment and inclusion in the COL Veteran Tree Database	S	Vol
NWH - Water body management	37	Leyton Flats: Hollow Pond		2020		1	**Waterbody management:** Undertake dissolved oxygen and Blue green Algae monitoring,	S	K/Vol
NWH - Water body management	36	Leyton Flats: Eagle Pond		2024		0	**Waterbody Management**: Improve habitat quality for amphibians (Common/Palmate Newt, Frog) through tree management to ensure suitable conditions for the pond edge vegetation.	S	A/Vol
NWH - Water body management	36	Leyton Flats: Eagle Pond		2025		0	**Waterbody Management**: Improve habitat quality for amphibians (Common/Palmate Newt, Frog) on the west bank of the pond through establishing emergent vegetation along the pond edge.	S	A/Vol
OC-Internal Advisory	36	Leyton Flats		2024-25		0	**Planning - Heritage Statement**: Develop interpretation information on the history and cultural heritage of Leyton Flats	S	HVS
OC-Internal Advisory	36	Leyton Flats		2024-25		0	**Planning - Heritage Statement**: Ensure that heritage information is linked with information on the natural aspect of Leyton Flats	S	HVS
OC-Internal Advisory	36	Leyton Flats		2024-25		0	**Planning - Heritage Statement**: Facilitate local community involvement in disseminating heritage information to visitors		HVS
OC-Internal Advisory	36	Leyton Flats		2024-25		0	**Planning - Resourcing Plan**: Identify potential community support opportunities	S	HOP/HVS
OC-Internal Advisory	36	Leyton Flats		2020		0	**Planning - Access Management Plan**: Define clearly the strategic N/S Forest access route and local links to Wanstead Park and Wanstead Flats		HOP/HVS
SL – Fire Safety Management	36	Leyton Flats	Mar	2020		0	**Fire Management Plan:** Revise work in line with the Wildfire fire management plan	S	HOP/HOC

Operational Activity	CMPT	Location	Month	Year	Area (Ha)	Cycle	Description	Zone	Team
WMM - Pest and disease management	36	Leyton Flats		2020		1	**Invasive non-native species management**: Canada Goose control through humane egg control.	S	K/Vol
AW - Pedestrian access maintenance	36	Leyton Flats: Hospital Wood	Sept	2022		0	**Path Management:** Vegetation management and minor infrastructure works undertaken to make entrances more welcoming.	S	A/M
AW - Pedestrian access maintenance	36	Leyton Flats: Hospital Wood	Sept	2022		0	**Path Management:** Vegetation management to open up paths through the wood to improve their accessibility and welcoming feel.	S	A
AW – Anti-social Behaviour Management	36	Leyton Flats		2020		1	**Visitor management:** Collaborative working with Public Sex Environment stakeholders on the management of PSE issues	S	K
AW – Anti-social Behaviour Management	36	Leyton Flats		2020		1	**Visitor management:** Collaborative working with rough sleeping stakeholders on the management of rough sleeping issues	S	K

APPENDIX 2: Amphibian survey results and management recommendations

Catherine Bickmore Associates was commissioned on behalf of City Corporation to undertake an amphibian survey of the ponds and lakes of Epping Forest (Catherine Bickmore Associates, 2014). The first objective of the study was to categorise the ponds in terms of importance for amphibians with particular reference to great crested newt. The second was to categorise the ponds according to management priority, with recommendations for management actions for amphibians.

Table D/1: Summary of results of pond survey for amphibians and management recommendations

Waterbody name	**HIS (Habitat Suitability Index)**	**Invasive non-native species**	**Fish present (in 2013) (Y/N)**	**Other factors affecting suitability**	**Designation**	**Amphibians recorded**	**Importance for amphibians**	**Priority for management**	**Management recommendations** (Catherine Bickmore Associates, 2014)
Hollow Pond-Dog Pond	0.30	*Crassula helmsii*	Y	None	Y (SSSI and SAC)	Common Toad, Smooth Newt, Palmate Newt, Common Frog	Medium	Medium	Reduce shade, protect areas from waterfowl to enable macrophyte establishment, implement management to eradicate *Crassula helmsii*.
Eagle Pond	0.28	Possible Parrot's Feather (*Myriophyllum aquaticum*)	Y	Vertical concrete banks by road and rubbish in pond	Y (SINC)	Palmate Newt, Smooth Newt	Low	Low	Cut back trees and establish emergent vegetation along west bank, address rubbish/littering from road.
Cow Pond	0.73	Possibly *Crassula helmsii*	Y		Y (SSSI and SAC)	Smooth Newt	Low	Low	Cut back scrub, perhaps consider removal of fish if possible, confirm presence of *Crassula helmsii* and implement management to eradicate from pond if required.

Appendix 3: Photographic evidence

Image A: An image of 'James Lane, Forest Side', taken from Forest paintings held at the Guildhall



Image B: An image of 'Forest Side, near St Andrews Church, Leytonstone', taken from Forest paintings held at the Guildhall



Image C: A ‘King of the Forest’ oak at Leyton Flats, photographed in the 1870s, and referenced in Rousseau (1875).



A KING OF THE FOREST.

When strolling along a lovely shady and solitary little bye-way road which, across bushes and old forest trees, skirts Forest House, leading to Leyton, you suddenly meet with our magnificent "King Tree".

We regret that there is no legend, no date, no name attached to it, for although the beauty and the immensity of its proportions—the vigour and richness of its branches and foliage are sufficient titles to make the passer by stop and admire, yet a little genealogy would bring more visitors to it.

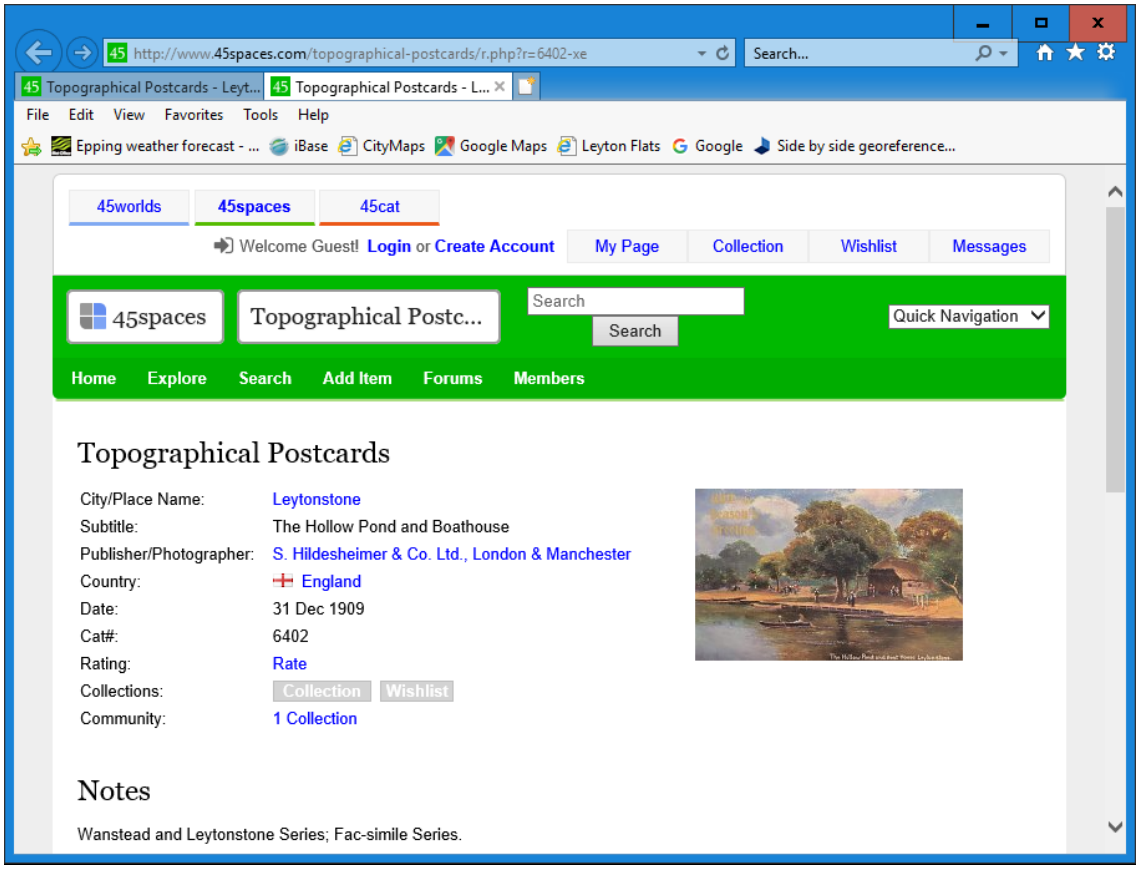
It covers a circumference of about ninety feet of ground and the height of its uppermost branches is some forty or fifty feet.

EPPING FOREST AND ADJACENT COUNTRY ILLUSTRATED.

Image D: Postard of Hollow Pond Boathouse, dated 1909



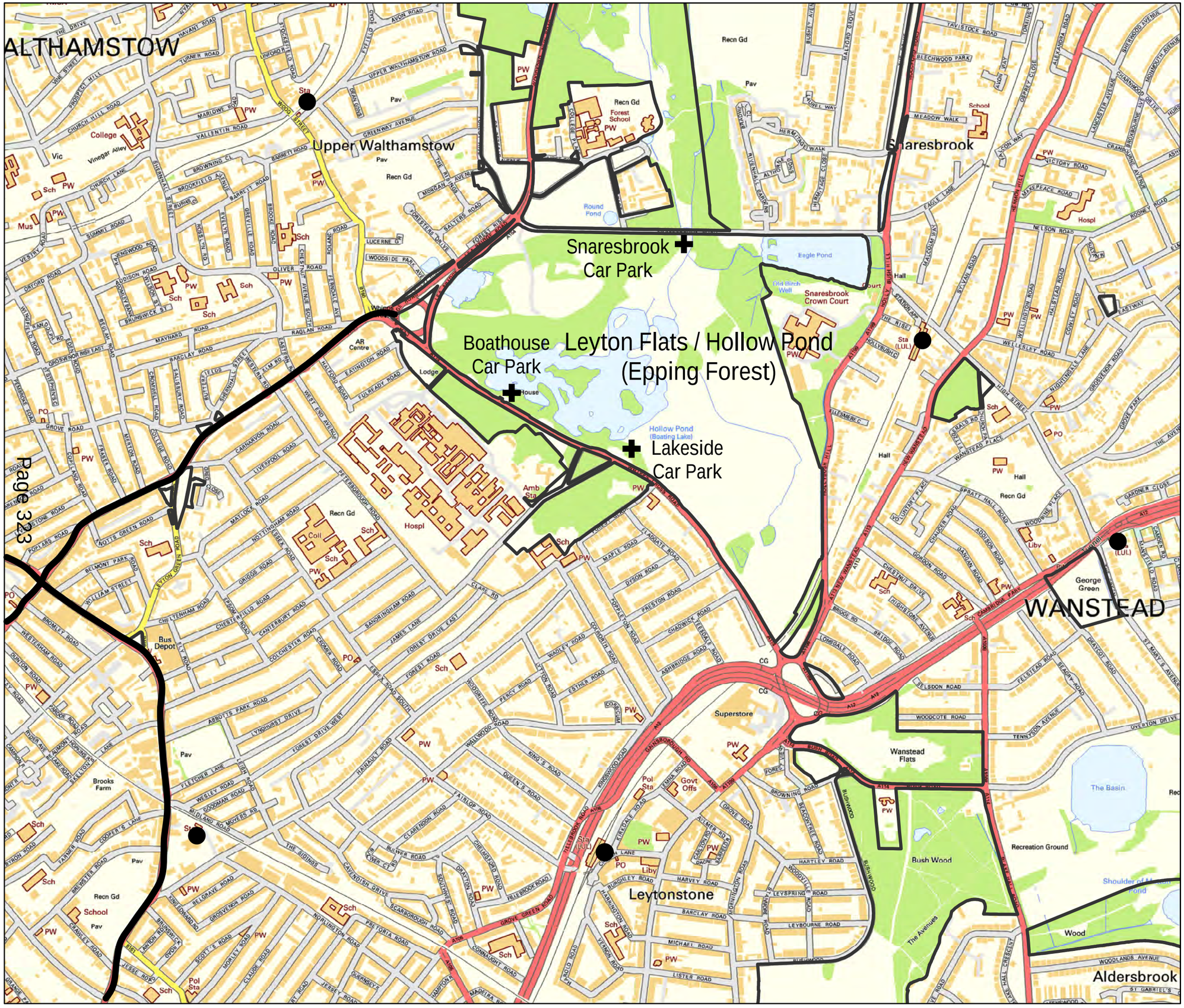
Image E: Catalogue reference for Image D (above) of Hollow Pond Boathouse



Appendix 4: Figures

Figure 1: Leyton Flats transport connections

Figure 2: Leyton Flats (Hollow Pond) Summary Management Proposals



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Figure 1:
Leyton Flats (Hollow Pond) transport connections

Epping Forest boundary

Rail station

TfL Cycle Superhighway

Epping Forest Car Parks

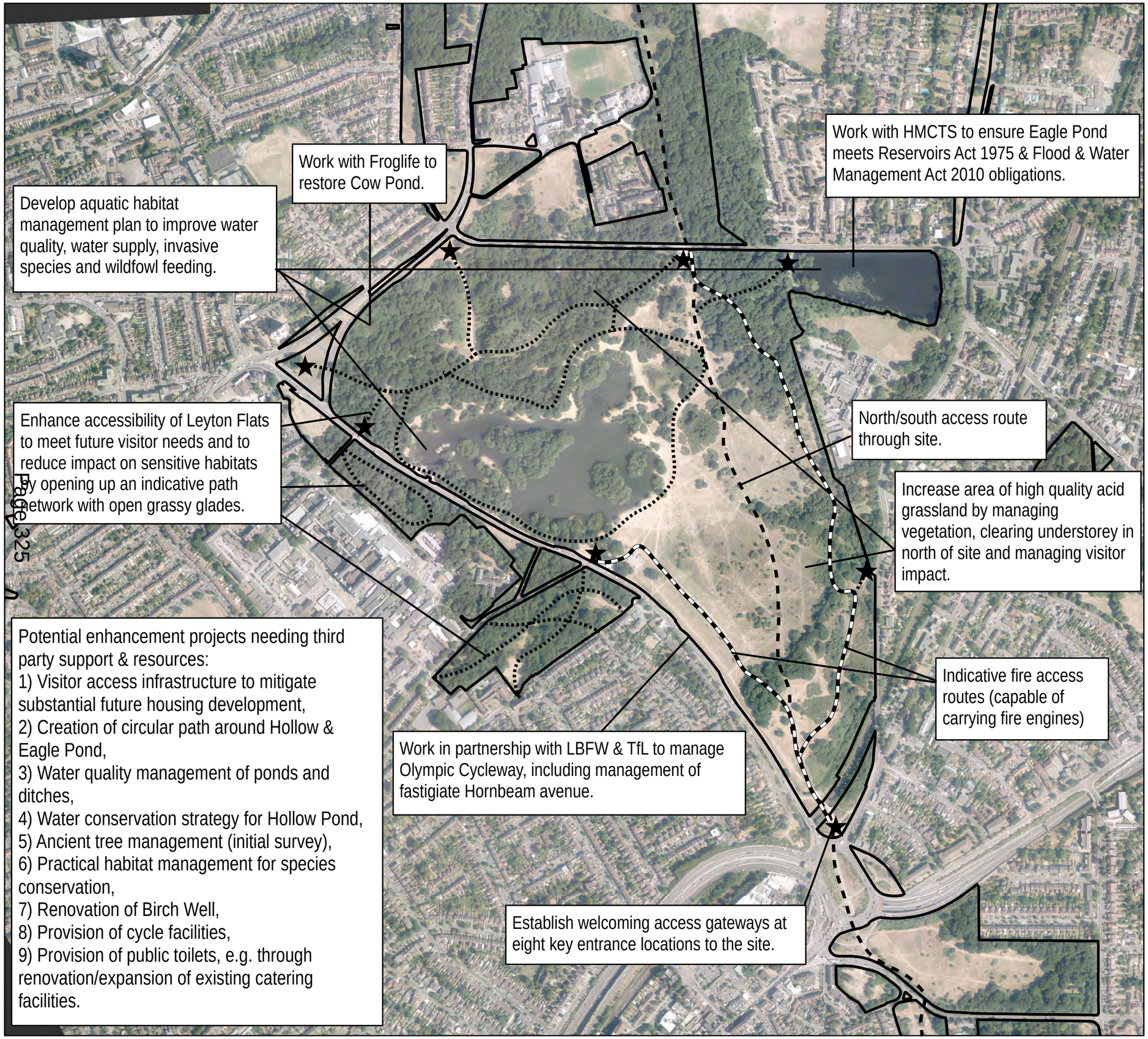
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Figure 2: Leyton Flats (Hollow Pond) Summary Management Proposals

Themes for Leyton Flats (Hollow Pond):

1) Continue to undertake COL statutory requirements

2) Implement SAC mitigation strategy (externally funded) for Leyton Flats

3) Seek to improve conservation condition of the SSSI/SAC

4) Develop an Access Management Plan

5) Continue to address enforcement issues

6) Develop an Investment Resourcing Plan

7) Develop a Community Engagement Plan

8) Develop a Heritage Statement for the site

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Committees: Epping Forest and Commons Committee - *for information* Projects Sub - *for information*	**Dates:** 18 November 2019 16 December 2019
Subject: Branching Out Project – Summary Report SEF 45/19 **Unique Project Identifier:** *N/A – Programme summary for information*	Complex **Final Progress Report** **Post-Gateway 6**
Report of: Director of Open Spaces **Report Author:** Laura Lawson	**For Information**
PUBLIC	

1. Status update	**Project Description:** *Epping Forest Branching Out Project* Project vision: 'Innovative Open Spaces Management achieved through social inclusion, education and enjoyment' The Branching Out project comprised numerous interlinked projects/deliverables intended to mitigate the adverse impact of external factors, beyond the City's control, and to promote public understanding and enjoyment of the Forest. For the purposes of internal reporting the programme was disseminated into 4 capital projects. These were reallocated with the responsibility for project management shared between Open Spaces (OS) and the City Surveyors (CS) Departments. Your Committee has already received G6 reports for these four projects, and approved closure. There was also significant revenue expenditure required to manage and deliver the wider Branching Out project. Examples of revenue expenditure are; the successful learning package, 'Discovering Epping Forest'; events such as the operation of the new Visitor Centre and all the staff and volunteer costs including recruitment, training, uniform, equipment and expenses. All revenue expenditure was included in the project bid submitted to the Heritage Lottery Fund (HLF).

	The total budget of £6.8M for 'Branching Out' included the capital project expenditure, the revenue expenditure, development costs and in-kind payments. At the tail end of the period, unspent budget from the 3 capital projects completed earlier in the project programme, was transferred to the 4th project to meet the required spend and maximise the grant aid available from the HLF. For the purposes of external reporting and drawing down funding from the HLF a financial summary was used. This summary consisted project lines for numerous capital and activity (revenue) expenditure. This report collates the capital, revenue and in-kind expenditure for the whole project and presents the Whole Project Evaluation Report (Appendix 1). The evaluation report highlights the project successes and possible areas for improvement when embarking on future externally funded multi-faceted projects. **RAG Status:** Amber **Risk Status:** Low **Total Estimated Cost of Project:** *£6.8M* **Spend to Date:** *£6.8M (Final Out-turn cost)* (Appendix 2) **Costed Risk Provision Utilised:** N/A (pre-gateway)
2. Key points to note	The project represented excellent value for money and was delivered on budget. The maximum amount of grant aid was levered from the Heritage Lottery Fund with £4.97M (73%) successfully claimed for the development and implementation of the project. The project was not completed in line with the initial programme. This was primarily due to issues with the design and planning consent for the gateways which coincided with a Departmental rebrand and a lengthy planning consent process. This was outlined in the Gateway 6 - Car Parking and Access report. In the absence of City Corporation capital funding the project relied on significant levels of local risk funding which negatively impacted on existing work programmes.
3. Reporting period	*2009 - 2017*
4. Progress to date	Complete
5. Next steps	It is recommended that the key lessons learnt be noted and shared; 1. When embarking on externally funded, ambitious, multi-faceted projects in the future, it would not be recommended to separate the project into smaller, discrete projects. This worked to match existing City processes; however, it did cause significant duplication of effort for financial management. A programme approach would be more

	efficient and prevent delays towards the end of the project particularly due to project governance. 2. The revenue elements of the project would have been better contained within the overall project budget, again to avoid duplication of effort and simplifying the reconciliation to claim external funding over several years. 3. The initial project programme was possibly too ambitious and lacked adequate time for the major capital construction works - the build took 12 months longer than planned. In future funding bids, desire to meet funders preference for high spend early in the programme should be carefully considered. 4. End user business as usual function was not adequately considered and earlier engagement with operational tenants, staff or contractors could have seen improvements for BAU and efficiencies long term. 5. The PM resigned before completion of the project which impacted on the project delivery programme. Project management staff retention incentives at the City of London could be reviewed. Alternatively, specific project support staff could have been employed thus not having a complete dependency on one team member for detailed knowledge of the whole programme.

Appendices

Appendix 1	Whole Project Evaluation Report
Appendix 2	Branching Out Project Financial Summary

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Appendix 2

Branching Out Project	Capital Expenditure	Revenue Expenditure									Total Programme
Project	2009 - 2017	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	2009 - 2017	2009-2017
QEHL Visitor Centre	£ 1,695,497	£ 76,297	£ 162,240	£ 150,600	£ 119,047	£ 51,586	£ 40	£ -	£ -	£ 559,810	£ 2,255,307
Butlers Retreat	£ 618,583	£ 5,407	-£ 2,907	£ -	£ -	£ -	£ -	£ -	£ -	£ 2,500	£ 621,083
Car Parks and Access	£ 2,022,438	£ 15,518	£ 38,071	£ 30,154	£ 32,109	£ 31,148	£ 28,462	£ 2,893	£ 9,798	£ 188,153	£ 2,210,590
Grazing	£ 292,299	£ 92,184	£ 115,725	£ 210,089	£ 139,147	£ 119,662	£ 70,768	£ 2,214	£ -	£ 749,790	£ 1,042,089
Grazing @Gregories	£ 48,200	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 48,200
										Subtotal	£ 6,177,269
										development	£ 311,000
									in kind	volunteer	£ 153,150
										lodges	£ 102,925
Non bid items*		£ 4,659	-£ 1,858	£ 12,405	£ 509	£ 34,188	£ 10,966	£ -	£ -	£ 60,868	£ 60,868
										Total	£ 6,805,212

**This line refers to items which were not contained within the original HLF bid and therefore could not be used as match funding for the HLF bid.*

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Epping Forest

Registered Charity



Summative evaluation report

Branching Out

City of London Corporation

heritage lottery fund

LOTTERY FUNDED

Prepared by: Kate Measures, Lead Consultant
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On: 14/12/2016

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Executive Summary

The £6.5 million Branching Out project in Epping Forest was developed and run by the Conservators of Epping Forest (part of City of London Corporation) and included a wide-ranging package of work such as transport strategies; interpretation; visitor research; visitor and destination management; volunteering and community engagement; conservation grazing; tree management; archival research and management; forest education and training. The project was delivered by a collaborative cross-departmental team working hand-in-hand with volunteers, partner organisations, contractors and local communities.

Although the project increased in both value and timescale, the original vision and four aims remained constant and the project has successfully met or exceeded targets. Branching Out has delivered a consistently high quality of work and innovation across all work areas. It has enabled scientific work and conservation techniques to flourish and provided the focus needed to rethink people's relationship with the Forest.

The project undertook groundwork such as improving the welcome and infrastructure for visitors, opening-up new lines of communication and ways of working with communities and created a foundation from which innovative conservation work and landscape management is being implemented.

The project has enabled City of London Corporation to gain the insight required to make more informed decisions and put appropriate management frameworks in place to ensure the future of the Forest. For example, richer information about the estimated 4.2million annual visitors has enabled prioritisation of resource to where most community benefit will be gained and mapping of keystone trees and testing out arboreal approaches has allowed for their future management to be better planned.

However, perhaps the greatest achievement of Branching Out is not the number of metres of accessible pathway that are now open or the rise in saproxylic beetles resulting from wood-pasture restoration but the organisation itself reconnecting with its original purpose. The broad spectrum of work involved in this project has helped to establish a greater visitor and community centred culture within the organisation and for heritage to be better valued; which in themselves constitute game changing legacies. It is perhaps symbolic that the threshold signage welcoming visitors and residents into the Forest is being installed at the end of the project; signalling the start of a change in attitudes and perceptions of Epping Forest and the way in which people are involved with both creating and telling its long and ever-evolving story. It is the start of a new era.

Lessons learnt from the project are actively being fed into future strategy including the Epping Forest Management Plan which will be ready to launch in 2017. Furthermore Branching Out has created a solid stepping stone from which The Conservators of Epping Forest can tackle future major projects with the organisation better equipped, better connected and better able to tackle the challenges and opportunities they will bring.


'Branching Out' at Epping Forest
1050 trees have received remedial interventions such as repollarding and crown retrenchment
The project cost a total of £6.5 million in total with £4.7 million from HLF
21,186 volunteer hours were given to the project in 13/14
12,000 keystone trees have been identified and recorded
Cattle have been continuously grazing Epping Forest for over a 1,000 years and are continuing to do so as a result of pioneering invisible fencing
An estimated 4.2 million visitors visit Epping Forest every year, most of them live within a few miles
15 apprentices have been trained as part of the project
There are 220 sq m of Interpretation helping to change perceptions of the Forest
4 visitor hubs have been created and threshold signage and interpretation now welcomes people into the Forest
There are 9 new promoted walks and 2 easy access waterside walks helping people to explore the Forest
£1.4m was invested in creating a new gateway to the Forest at The View

1. Project Overview

Epping Forest is the largest of the City's Open Spaces at 6,165 acres. The forest stretches 12 miles from Manor Park in east London to just north of Epping in Essex and provides a natural environment for members of the public to enjoy. Two thirds of the Forest is designated as a Site of Special Scientific Interest (SSSI) and a Special Area for Conservation (SAC).

1.1 Branching Out vision and aims

The Branching Out project began in late 2009 finishing in December 2016. It was a large scale £6.5 million project with the central aim of improving Epping Forest for its visitors. It's vision was:

'Innovative Open Space Management achieved through social inclusion, education and enjoyment.'

There were four core aims of the Branching Out project that included a wide-ranging package of work such as transport strategies; interpretation; visitor research; visitor and destination management; volunteering and community engagement; conservation grazing; tree management; archival research and management; forest education and training. The aims of the project were as follows:

- Extending opportunities to learn about Epping Forest's heritage
- Raising awareness of what has been before through interpretation, history, and education
- Improving access for all and working towards a more sustainable future
- Re-establishing traditional forest management through grazing and pollarding

The project was delivered by a collaborative cross-departmental team working hand-in-hand with volunteers, partner organisations, contractors and local communities.



Figure 1: A photograph of Ambresbury Banks in Epping Forest

1.2 Funding breakdown

The total cost of the project was £6,525,000, with 74%, £4.8m, coming from primary funders, the Heritage Lottery Fund (HLF).

£300,000 came as a contribution from Essex County Corporation, £280,000 was provided by the Tubney Charitable Trust, and approximately £15,000 was provided as sponsorship funding from Husqvarna UK.

The remainder of the funds were made up in cash, £800,000, and non-cash, in kind, £330,000, which included over £150,000 of volunteer hours.

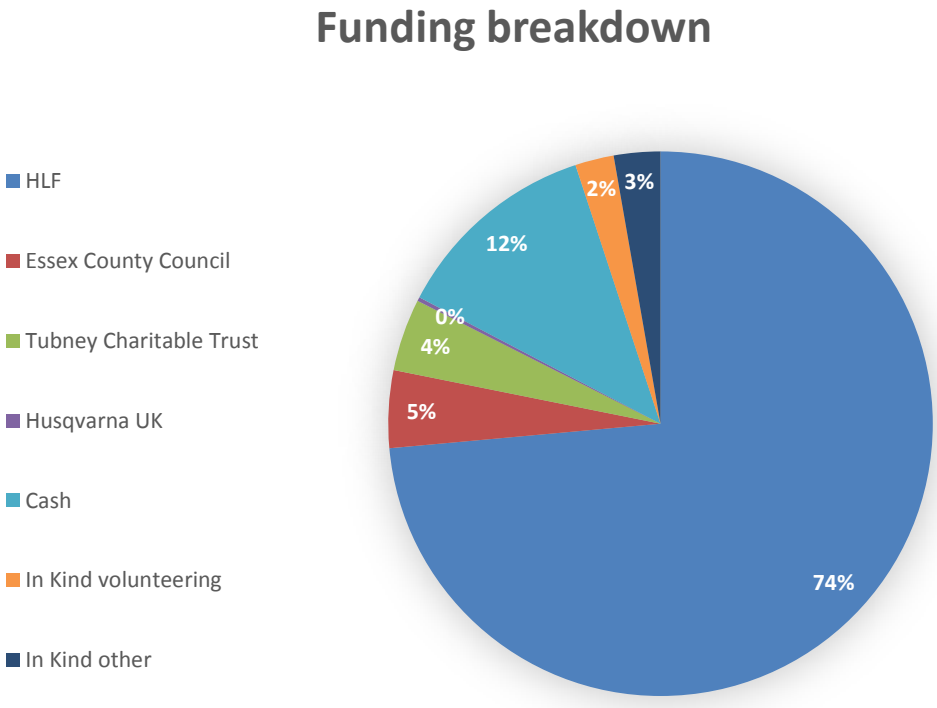


Figure 2: Pie chart showing the final breakdown of project funding

2. Evaluation Approach

Heritage Insider Ltd were appointed to conduct a summative evaluation in the final months of the Branching Out project. The **summative evaluation** needed to:

- Provide a valuable point of reflection for the project team and stakeholders
- Make an in-depth assessment of the impacts of the project, achievement of outcomes, key lessons learnt and identify any unexpected outcomes
- Form a key part of the final reporting to HLF; meeting HLF standards for evaluation and monitoring
- Document the legacy that is in place for the project and how this can be enhanced
- Provide a final review for the achievements of the project that can be used for evidence based advocacy to leverage further funding and support.

This document is the final report of this evaluation process.

The following potential issues were considered when structuring the evaluation approach:

Getting data that will be useful for planning – An evaluation should inform improvement and progress. The evaluation needed to be undertaken in a practical yet robust way that could be used to really inform planning and improvement. The sub-projects and overall project had already been collecting a range of data during the delivery phase. This was reviewed and assessed and then gaps identified for additional data collection to utilise the evaluation process and budget as effectively as possible.

Understanding the stakeholder experience – With a complex and innovative project such as this, the partner experience is important to understanding the success of the approach and project. Seeking honest feedback from a range of partners and internal stakeholders formed a key part of the additional independent data collection.

Getting best value from the evaluation results – If time, effort and resource is to be put into evaluation then the results should be worked as hard as possible. The evaluation process and results should therefore be intimately linked to evidence-based advocacy.

2.2 Monitoring and evaluation methods

This project utilised a variety of methods to evaluate the project, both qualitative and quantitative, to ensure that the aims and vision remained central to the activities and the project as a whole.

The list below shows all of the data collection methods that have fed into this summative evaluation:

- Initial scoping meeting and informal focus group with the Branching Out Project Manager and the Superintendent of Epping Forest
- Desk-based review of project documentation
- Review of reports including archive report and 2014 visitor survey data (2560 visits were mapped across ten sites throughout the forest in the summer of 2014. The surveyors followed a set route, plotting visitor location and other details such as age, gender, ethnicity and activity. Eight surveys, each approximately an hour long, were carried out on each site.) (See appendix 4 – Epping Forest visitor survey summary)
- Discovering Epping Forest project report on primary school learning experiences in the forest
- Fresh Eye visit[1] to The View and Butlers Retreat, an accessible pathway, a hub and a threshold point
- Structured feedback from arborist apprentices (1 survey) (see appendix 7 for summary)
- Online survey of volunteering experience
- Telephone interviews with teachers involved in Discover Epping Forest (1 teacher interview) (see appendix 3 for telephone interview script and appendix 8 for the interview responses)
- Semi-structured telephone interviews with 10 key members of the project using a palette of questions: (see appendix 2 for telephone script and appendix 5 for summary of responses)
  - Hayley Renae Cronin, General Manager, Codsteaks(Contractor/partner contact)
  - Martin Whitfield, Volunteer Development Officer, City of London staff
  - Alison Tapply, Community Liaison Officer, City of London staff
  - Alison Millward, Visitor survey (Contractor/partner contact)
  - Nicholas Sommerville, Architect City of London-Surveyors Department (The View & Butlers Retreat)
  - Catherine Cavanagh, Project Manager, City of London, Contracted project staff
  - Jeremy Dagley, Head of Conservation, City of London staff
  - Gavin Bodenham, Arborist Team Leader, City of London staff
  - Sophie Lillington, Forest Centres Officer (Heritage) City of London staff

[1] Trademark Heritage Insider Ltd 2016. A Fresh Eye visit is a professional expert assessment of any given visitor experience.

- Anneke Kempton, Field Studies Corporation, involved with Discovering Epping Forest project(Contractor/partner contact)

A half day validation and recommendations workshop was held with key internal stakeholders. This workshop explored the high-level findings of the review team and discussed recommendations and how they can be taken forward.

A further presentation of findings was given at the all staff update meeting in November 2016.

3. Were the aims met?

The project successfully addressed all four areas of work outlined in the project plans, as shown below:

- Re-establishing traditional forest management through grazing and pollarding
- Improving access for all and working towards a more sustainable future
- Raising awareness of what has been before through interpretation, history, and education
- Extending opportunities to learn about Epping Forest's heritage

Each of these aims is explored in further detail in the remainder of this section.

3.1 Re-establishing traditional forest management through grazing and pollarding

One way in which this aim has been met is through a significant package of arborist work. The veteran pollard trees at the forest are an integral part of its history, and these have been cared for as a part of the project.



Figure 3: A photograph of a veteran tree at High Beach within Epping Forest

Managing the trees included basic work to identify and record the basic condition of **'keystone' trees** – these are the ones really important for wildlife, so that they can be protected. A six-year cycle of condition checking by volunteer tree wardens has now been established, a system of random stratified species surveys and individual tree management plans to maintain this work into the future.

The practical tree conservation work programme was carried out on 1050 trees and included accelerated remedial interventions such as **repollarding and crown retrenchment pruning**. New equipment (Taupen Hi-Lift & Timberwolf chipper) was purchased to allow conservation work to be undertaken more efficiently.

This went extremely well, and there is major change to be seen in the areas where trees have been worked on. Due to the work carried out on the trees, they are expected to last another 300+ years and are a major part of the Branching Out Project legacy.

As well as improving the condition of the trees, the arborist work helped a number of young people through the apprentice scheme (see appendix 7 for apprentice survey summary), in which **arborist apprentices** were employed to learn a plethora of new skills and contribute to the preservation of veteran trees. The Conservators of Epping Forest worked with Capel Manor College to shape and develop their apprenticeship scheme as part of the employer's forum. 15 apprentices were employed across the 5 years, and they were supported to complete the NVQ Level 2 Trees and Timber qualification. The apprentices carried out such activities as climbing, felling and pruning and operating machinery such as tractors, chippers, grinders and four-wheel drive trucks.

One of the apprentices participated in a survey on his time working at the forest (see appendix 7 for full summary), and he said that the

> *"The trees are going to outlive us all so that will be the legacy. They will live another 300 hundred years. Far greater than any of us."*
>
> -Gavin Bodenham, Arborist

apprenticeship completely met his expectations and allowed him to discover new personal depths he didn't know he was able to reach. The confidence he gained from the apprenticeship stays with him to this day and he is still working in the field. A large number of those who worked as arborist apprentices are still working in the field, in the UK and further afield.

Another way in which this aim was delivered is through devising a **long-term grazing strategy** including; installing cattle grids/fencing to permit an increase of herd size to re-establish grazing over a wider Forest area and over a longer grazing season. Putting in place cattle grazing in Epping Forest has included using pioneering methods of invisible electric fencing.

71 linear meters of Epping Forest archive heritage have been catalogued and conserved as a result of the project, see section 3.3 for further details



Figure 4: Photograph showing a cattle grid and associated sign within the Forest

"The grazing on the forest has been a major achievement. I am very proud; given the scale of the public concern we saw. The frame work and infrastructure has been a major step change for the forest workers. The keystone trees and the arborist team were a major success. We continue to maintain the trees with the trained arborist staff."

-Jeremy Dagley, Head of Conservation

"The conservation sections of the project are a showcase of excellent conservation management, serving as an example to other conversations.

The work that was carried out was a little bit of a step change for the organisation; now more than previously, we encourage conversation between the different learning providers and departments. This new approach is now normal in our organisation; the project gave this area a significant boost. "

-Sophie Lillington, Forest Centres Officer (Heritage)

3.2 Improving access for all and ensuring a sustainable future



Figure 5: Photograph showing an example of the new and improved welcome signage which is in place throughout the forest

The design of the project has meant that it has delivered an **improved welcome** (in its broadest possible sense) through investment in basic infrastructure. This represents a tangible improvement in access for all audience groups.

The Forest, separated by the road network, has been re-connected through the development of 20 gateways to the Forest. It is perhaps symbolic that the threshold signage (pictured right) at these gateways welcoming visitors and residents into the Forest is being installed at the end of the project; signalling the start of a change in attitudes and perceptions of Epping Forest and the way in which people are involved with both creating and telling its long and ever-evolving story.

New signs and displays were commissioned across the forest and in the buildings to make it easier to navigate, and as an interpretation of the history of the forest.

In addition to this, a free bus service for a limited period was put in place to bring visitors to and from the forest. This decreased the numbers of cars entering the site and provided alternative transport for people who may not have access to a car. Car park areas were rationalised and some upgraded both in terms of landscaping and visitor information and welcome (see 3.3). This work has paved the way for the development and revision of an **integrated Forest Transport Strategy** for the Forest.

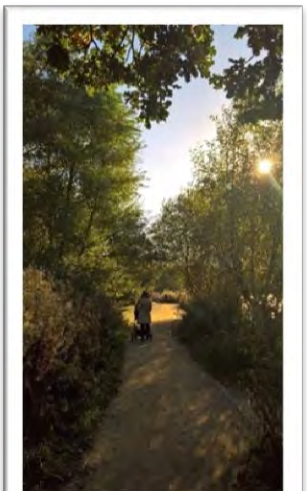


Figure 6: Photograph of a visitor to the forest walking on a new easily accessible path at Connaught Water

In addition to the improved provision for welcome and orientation in the Forest, the project has also developed 9 **waymarked trails** (against a target of 6) that are encouraging visitors to explore the Forest further. Two of these are easy access water-side trails at Jubilee Pond and Connaught Water (pictured right) which have provided nearly 2km of enjoyable access to nature for all audiences, especially those with mobility issues or young families with buggies. In addition the project developed facilities for groups with specific access requirements, for example fishing platforms for disabled anglers.

An Easy Access Forum of users was created to help input into the project and this helped to guide the access improvements in a more partcipative way than had been previously in place.

3.3 Raising awareness of what has been before through interpretation, history and education



Figure 7: Photograph of the new retail offer at The View

The project set out to develop a 'striking interpretive campus' centred around Queen Elizabeth Hunting Lodge and the new 'View' centre (including Chingford Plain and Barn Hoppit). This achieved an 82% VisitEngland Visitor Attraction Quality Scheme (VAQAS) score in 2015 with staff, cleanliness, toilets, catering and first impressions all scoring highly[2]. The assessor in particular commented on the '*excellent welcome received from knowledgeable Epping Forest staff at both sites'*; *'stunning views and attractive interesting buildings'* and '*excellent food quality standards at Butler's Retreat'.*

The Branching Out project has enabled resources to be invested into four 'honey pot' sites at the Forest and created the opportunity to reinterpret the heritage of the Forest. A new departmental identity has been applied to all interpretation panels to help foster a sense of place across all City of London Corporation open spaces.

One participant in the key project members' interviews also commented that the visitor centre and other new or redeveloped buildings made the forest as a whole feel more inviting and accessible to visitors. This is likely to have attracted members of the community who may not have visited the forest before. This makes history and information easily accessible for all in the community, and makes the forest a more visitor centred setting.



Figure 8: Photograph of the front exterior of the new visitor centre, The View

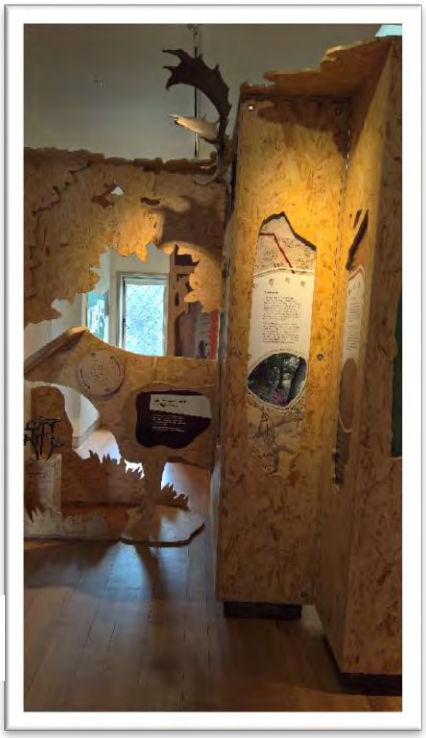


Figure 9: Photograph showing new interpretation within The View

The new interpretation will play a key role going forward in raising awareness of the Forest and its heritage as well as challenging previously held perceptions of it.

[2] Overall The View, Queen Elizabeth's Hunting Lodge and The Temple scored 173 marks out of a possible 201.

As mentioned in section 3.1, 71 linear meters of Epping Forest archive heritage have been catalogued and conserved as a result of the project. The archive work has been a huge success. It was completed in partnership with London Metropolitan Archive with whom the team now have a good working relationship. Ehive cataloguing has now begun which will enable digital access to the archives.

3.4 Extending opportunities to learn about Epping Forests heritage

The Branching Out project delivered a school programme consisting of **12,150 learning experiences** for key stage two pupils across the project, **25 schools visiting per year** and **33 individual schools visiting across three years**.

Schools are often at the heart of a community, and by allowing pupils to become 'forest guardians', the forest is sure to be enjoyed by generations to come in the communities local to the forest. See appendix 3 for a teacher interview script and appendix 8 for the interview responses.

> *"I thought it was fantastic project, I've been lucky to be involved on the management of several projects reaching 4,000 learners who often have limited possibility to reach the forest. It's being told it was 'one of the best days of my life' that makes me certain about what we're doing here."*

– Anneke Kempton, Field Studies Council

In addition the project has also provided a large number of apprenticeships and opportunities for staff and volunteers to learn through training. See section 4 for further details.

3.5 Key themes across the project

The evaluation has found a number of key themes that have spanned the project.

High quality of work and level of innovation
The high quality of work and level of innovation have been demonstrated not only in the outputs and improvements made to the forest, but the work quality has also been recognised with the following awards and gradings:

- VAQAS assessment
- Green Heritage award
- Green Flag award
- Green Tourism Gold standard award

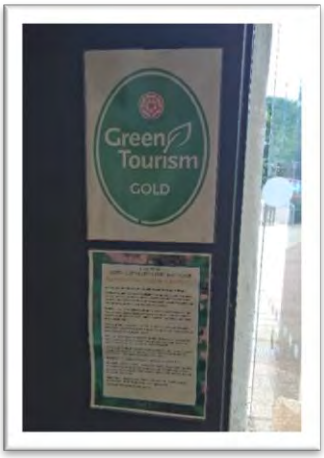


Figure 10: Photograph of the Green Tourism Award won due to improvements made to the forest

Another example of the quality of work achieved is demonstrated in the scientific and practical conservation aspects of the project. There are a number of papers which have been published demonstrating the effects of the natural heritage conservation work undertaken, for example:

- Dagley, J., Beecroft, R., Vandermarcq, B., Hartup, M. (2014). The invisible fence project. *Conservation Land Management*. 12 (2), 14-19.
- Dagley, J., Hartup, M., Phillips, J., Adler, J. (2016). *Invisible Fencing Best Practice Guide.*
- Dagley, J. (2006). 'Pollarding in Epping Forest.' *1st colloque européen sur les trognes.* Vendome, France.[3]
- Dagley, J., Warnock, B. and Read, H., 2001. Managing veteran trees in historic open places. The Corporation of London's perspective. *Tools for preserving woodland biodiversity. NACONEX textbook,* 2, pp.32-36.
- Dagley, J, (2010). Promoting the Conservation of Ancient Oaks *Quercus Robar* in Epping Forest, UK . *In The Oak - Ecology, History, Management, and Planning II*. Isparta, Turkey, 01-03 June 2010. London: City of London Corporation, UK (Open Spaces Department, Epping Forest Division. 74-75.
- Helen J. Read , Jeremy Dagley , Jose Miguel Elosegui , Alvaro Sicilia &C. P. Wheater (2013): Restoration of lapsed beech pollards: Evaluation of techniques and guidance for future work, Arboricultural Journal: The International Journal of Urban Forestry.[4]
- Dagley, J., and Wilde, I., 2015. 'Let there be Light! Response of saproxylic beetle fauna to wood-pasture restoration management in Epping Forest, UK between 2003-2010.' *Symposium on the conservation of saproxylic beetles.* London.[5]
- Dagley, J., Froud, A. 2012. 'Seeing the trees within the wood: Managing ancient and veteran beech pollards in Epping Forest's wood-pasture' *2012: Trees beyond the wood conference,* Conservators of Epping Forest, City of London Corporation, pp. 115-123.[6]
- Monck, G., 2011. 'A study of the effects on vigour and lower epicormics growth of shading and different percentages of foliated crown removal on veteran and ancient pedunculated oak (*Querus robur L*.) lapsed pollards at Lords Bushes- Epping Forest and Hatfield Forest.' Master of Science thesis, Imperial College London, London, UK.[7]

Step-change as an organisation

[3] This paper and the three that follow were delivered at scientific conferences or workshops.
[4] Peer reviewed. This paper is directly related to the HLF work at the project as crown reduction techniques were being tested and compared on Beech ahead of the keystone Beech work carried out for Branching Out.
[5] This paper was delivered at a scientific conference is Basel, Switzerland, but has not yet been to scientific publication
[6] This paper was delivered at a conference, and is a forerunner for a scientific paper on Beech
[7] This paper will form the basis for a paper on Oak by Geoff Monck, Andy Froud, and Jeremy Dagley

The development of the project itself radically challenged the work of the City of London Corporation at Epping Forest[8]. The project helped to set new and challenging objectives for the organisation's work in this area. In particular this signalled the start of a more **integrated approach** to cross departmental and partnership working.

For example, members of the project were asked how effective they thought internal communication had been within the context of the project, (see appendix 5 for summary of interviews) and the majority felt that the level of communication had been good. Timely information was circulated to all involved with the project with the use of the web, newsletters and magazines and updates were presented to the Heritage Lottery Fund (HLF) on a quarterly basis.

> *"The team communicated very well, topic groups were set up, mini forums were set up in different localities, stakeholder groups were set up, we met regularly with them."*
>
> – Alison Millward, HLF mentor

Planning and delivery of the project has helped the Forest team and individuals to **gain confidence** in tackling a large capital project. Perhaps most importantly, the project helped the team to **reconnect with the original purpose** of their work.

Finally, as a result in large part due to the Branching Out project, the running of the Forest is becoming more responsive to the local community and the needs of the varied visitor groups. The organisation is developing a more **visitor and community centred culture**. For example the provision of waymarked, promoted trails is a change in approach for the City of London Corporation in Epping Forest from assuming it is the visitor's responsibility to find their way around to providing information to facilitate a visit.

Evaluation tools including visitor and key project member surveys allowed insight to be gained into how well the project was going and what could be improved further. This was successful and a variety of different people were able to input their thoughts and ideas into the project for consideration. The visitor survey results demonstrated the way visitors rated organisational activities, and these can be seen in figure 19, below. (See appendix 4 for summary)

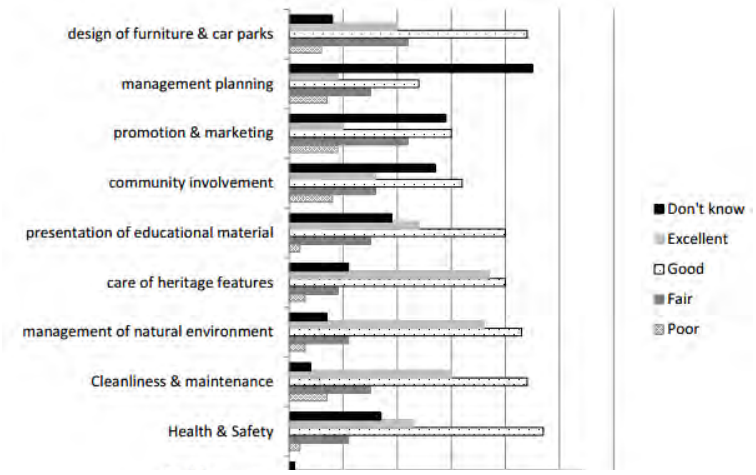


Figure 11: Bar chart demonstrating visitor ratings of organisational activities taken from the 2014 visitor survey

[8] Taken from the Executive summary to Stage 2 HLF bid.

The project has also helped the City of London Corporation to develop a more participative approach to planning and delivery. The Community Liaison Officer role created by the project was key in facilitating this. The following diagram shows the ladder of participation[9] on which the project worked at different levels during its development and delivery phase. The Conservators of Epping Forest now have the opportunity to mindfully consider on which level they would like to engage communities for future projects.

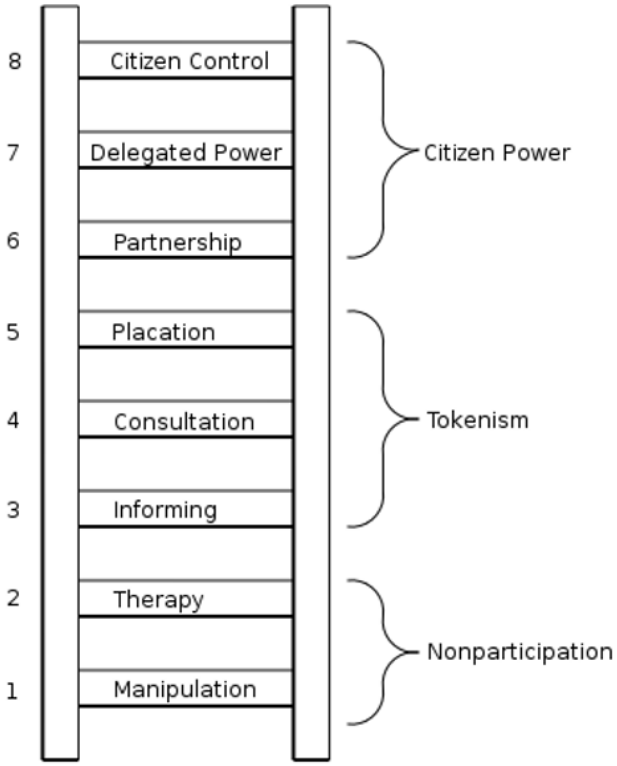


Figure 12 Ladder of participation, After Arnstein

[9] Arnstein's Ladder of Participation. Arnstein, S. R. (1969). A Ladder of Participation. *Journal of American Institute of Planners*. See Appendix 9 for explanation of model.

4. Who benefitted from the project?

The Branching Out project aimed to reach a range of stakeholders and audience groups. The main beneficiary groups are explored in this section. In particular, the project helped to deepen engagement with many audiences, moving them up the scale of engagement shown below. For example, at the most basic level the new threshold signage can move people from 0 to 1 on the below scale simply by making them aware that they are entering Epping Forest which they may not have been aware of previously.

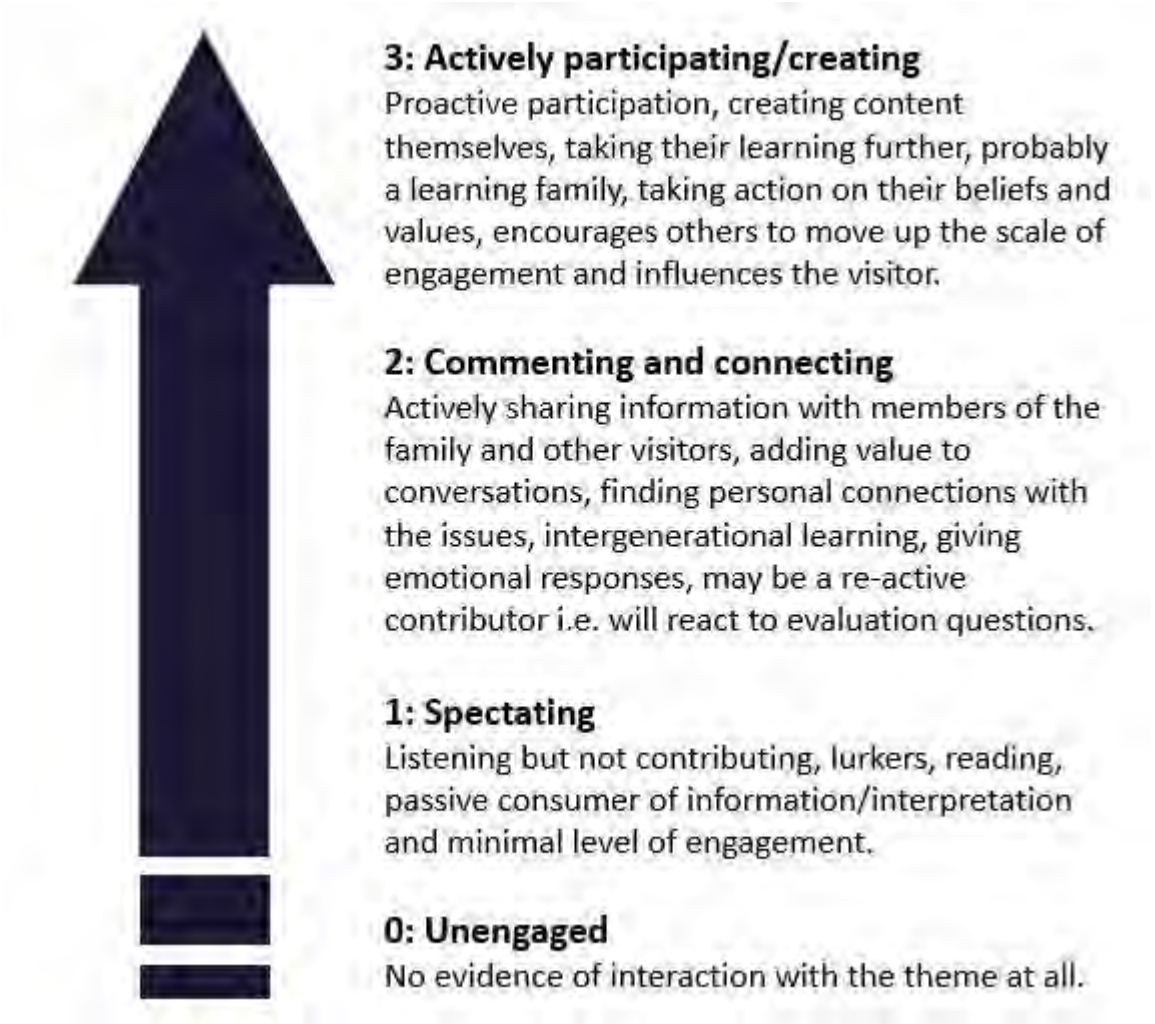


Figure 13 Scale of engagement for interactions with heritage, after Measures.

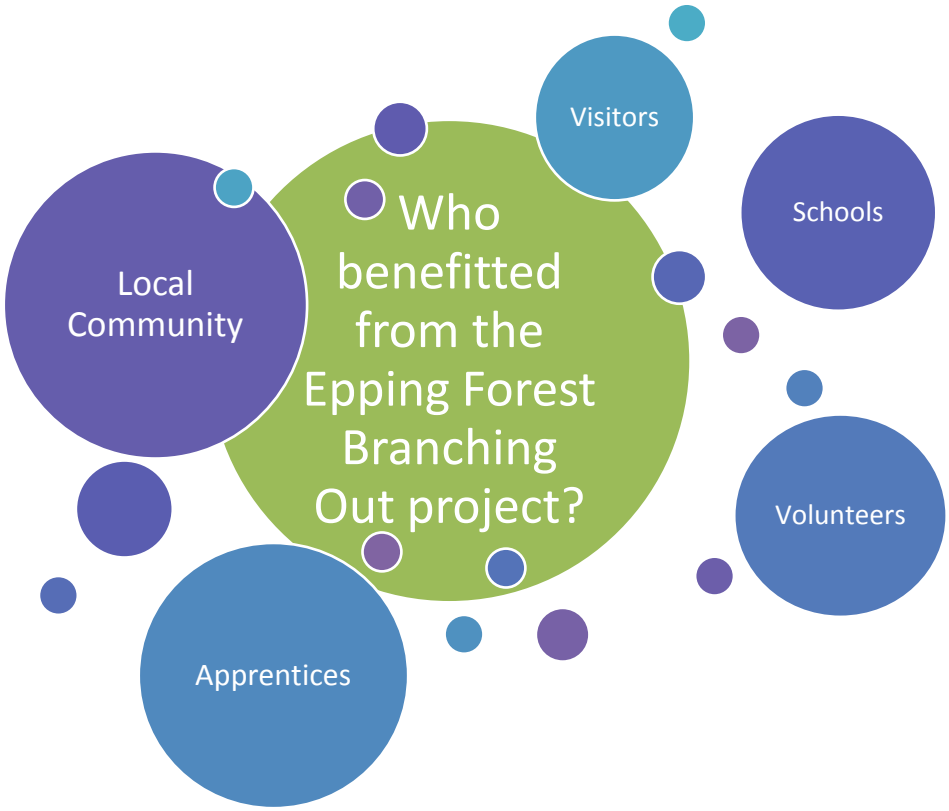


Figure 14 Diagram showing the main beneficiary groups for the Branching Out project.

Visitors

Visitors to Epping Forest are a key beneficiary of aims 2, 3 and 4 for the Branching Out project. Section 3 of this report illustrates some of these benefits in more detail.

It is evident that numbers of visitors to the forest increased due to the project. During the summer of 2014, volunteers and staff mapped the location of 2560 visits across ten sites around the Forest. Surveyors followed a set route and plotted visitor location and demographics such as age, gender, ethnicity, and activity. Eight surveys, each approximately an hour long, were carried out to provide this data occurring both at weekends and on weekdays. The statistics were used to work out an estimated number of annual visits per site, and the estimated annual number of visitors following the project is 4,271,398. This visitor count also showed that the range of visitors had grown, with an increase in visitors from black and ethnic minority communities. This shows that learning opportunities are being provided to those who may not previously have had them. As well as increasing opportunities for those from ethnic minority communities, work has been carried out to make the Forest more accessible for visitors with special educational needs, particularly in a school environment, and physical disabilities, with four dedicated easy access routes being implemented. See appendix 4 for visitor survey summary.

Families in particular have benefited from the development of two low impact natural play areas at Connaught Water and Jubilee Ponds and the easy access paths at these sites.

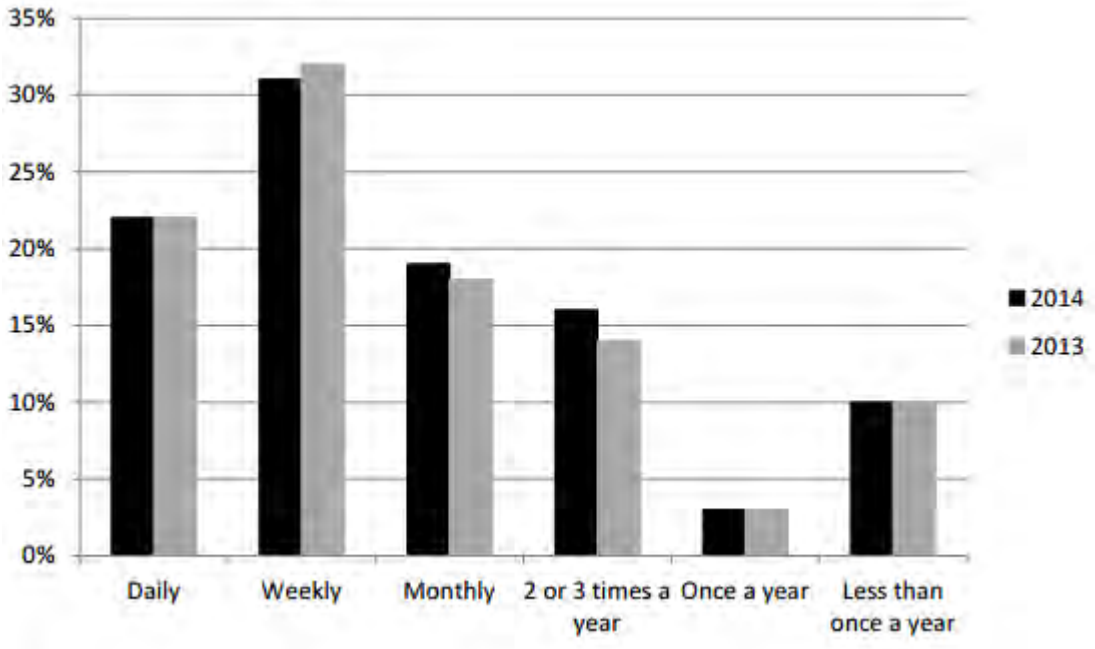


Figure 15: Bar chart demonstrating frequency of forest visits, taken from Epping Forest visitor survey 2014

> *"The forest benefitted from an increased footfall, this number was demonstrated by evaluation reports and visitor group surveys in various areas of the forest. Extra projects were running, for example, the shuttle bus service, this supported an increased visitor rate to the exhibition and café and with its improved facilities, dwell time increased."*
>
> -Catherine Cavanagh, Contracted project manager

The project has helped to influence key metrics for visitors such as frequency of visit and dwell time.

Schools

The Branching Out project has helped to refine the Epping Forest education programme. The Discovering Epping Forest project was an innovative programme which brought together four learning providers local to Epping Forest.

A key element to this was that pupils and teachers at these schools visited the Forest multiple times during an annual programme that spanned three years. Many of the children at participating schools were not

> *"My day was fantastic and adventurous."*
>
> - Pupil, module one, City of London DEF report

regular visitors to the Forest, and may not have visited the forest at all without being a part of the programme. This resulted in children returning to the forest with their families, who similarly may not have visited the forest before, with the children taking ownership of the forest and being proud to show their families around. All of the children involved were able to increase their knowledge and understanding of the heritage, history, ecology, and conservation of Epping Forest. Pupils also reaped the benefits of learning outside of the classroom in a natural environment and were able to increase their confidence in visiting open spaces independently of the project.

"It was a tremendous trip. I'd definitely come back and recommend to everyone."

- Pupil, module six, City of London DEF report

The project was delivered across six modules, with pupils involved carrying out comparative activities at the end of the sixth module. This involved pupils drawing mind maps at the start of each year on pieces of paper with the word 'Forest' in the centre, and then writing words they associated with the forest on the piece of paper. Pupils would be given another piece of paper with the word 'Forest' on at the end of the year, and asked to write words they associated with a forest now. The two mind maps were compared, and it became evident just how much school pupils had learnt and benefitted from the programme at Epping Forest. Some of the pupils, at the start of the year, would write three or four words on the mind map such as 'mud' and 'tree', but at the end they would fill a whole page with words.

"Sandringham School is one that we have particularly impacted; now they are independently leading visits, they have integrated the forest into their curriculum, this especially from a school which is more economically deprived."

– Anneke Kempton, Field Studies Council

An outreach programme was also developed in which representatives from the forest were able to go to schools who could not visit the forest and educate them in a location convenient to them. The project aimed to benefit pupils at schools in deprived areas, however some of the schools in the most deprived areas were unable to finance days at Epping Forest. The outreach programme ensured that this was not a barrier to children learning about their local environment.

In total, 2,025 pupils participated in the project, with 12,150 learner experiences taking place over three years. Pupil satisfaction was high at over 63%[10] across all project modules. See DEF report for more information.

"Outstanding. The children were totally absorbed. This has been an excellent and totally child-centred experience."

- Class teacher, Module 3, City of London DEF report

See appendix 3 for teacher interview script and appendix 8 for interview responses.

[10] N=2,025 pupils

Apprentices

A number of arborist apprentices were taken on to aid the existing arborists in the upkeep of the veteran trees in the forest. Apprentices were taught a variety of practical skills, which included

> *"Educating our apprentices was an excellent achievement. A large number are still working in the industry, home and abroad. One particularly is now working in Canada."*
>
> – Gavin Bodenham, Arborist

maintenance skills such as operating the chipper and chainsaw, and climbing skills which included rope techniques. In addition to this, apprentices learnt operation of heavy machinery, and knowledge about trees and timber concerning tree function and their importance to the environment. Apprentices also enhanced personal skills such as communication or team working skills. Upon completion of the apprenticeship, one apprentice gained employment with the Conservators of Epping Forest before moving to Epping Forest District Council as Tree Inspector. Others moved elsewhere to work including one apprentice joining a small firm and securing the role of Lead Climber and one apprentice gaining employment as an arborist in Canada. See appendix 7 for a summary of apprentice interview.

Volunteers

The Branching Out project helped the City of London Corporation in Epping Forest to establish robust policies and systems to run a volunteer programme. The programme is one of the legacies of the project, and volunteers have been placed into a plethora of roles in different locations. Prior to the project there were just a few volunteers in place at the Hunting Lodge, but the project incited a renewed programme of volunteering. This is not only beneficial for the maintenance and care of the Forest, it also benefits members of the local community who have had the opportunity to adopt a volunteering role and gain a wide range of new skills and taken part in a host of new experiences.

A total of 26 volunteers were recruited during 2013/14, and they performed a variety of roles which included litter picking and visitor services. Since April 2014, a further 15 volunteers have been recruited. The Epping Forest volunteers completed 10,884 volunteer hours in 2013/14. The Epping Forest Conservation Volunteers completed a further 4,707 hours, and the Epping Forest Centenary Trust volunteers completed 5,595 hours, making a total of 21,186 volunteer hours. Which is a 2.07% increase on 2012/2013.

Local communities

The central reason for the redevelopment of the Forest was to improve it for visitors, and a large majority of visitors to the forest are members of communities local to the forest. Measures to trial increased accessibility were put in place, for example a free bus service was run for a limited period to limit the number of people using cars to access the Forest. Investment into 'honeypot' areas of the forest such as visitor centre The View made the whole forest appear more welcoming and accessible to visitors, and allowed them to gain insight into the history of the Forest and information from the archives. The whole project improved the forest and made it more accessible for local communities.

> *"People who lived 15 minutes from the forest came for their first time. We changed views and perceptions of the forest. For example, a young lad of 15 years, he arrived with his socks tucked in his trousers, hoodie wrapped around his face, when asked he answered that he was scared of grasshoppers, this was an impactful and memorable time. He learnt about grasshoppers and by the end was running, chasing and catching them."*
>
> - Alison Tapply, Epping Forest Keeper, City of London staff

The project also meant that more events were arranged which those living local to the forest could enjoy, including Forest introduction events such as 'meet the arborists' and 'meet the cattle'. See figure sixteen for a breakdown of event attendees from 2012-2014.

Event type	Number of participants		
	2012	2013	2014
Events from Events Diary	13,090	13,651	13,924
Visits to the Field Studies Centre	22,141	22,304	18,470
Visits to Suntrap	12,794	12,766	12,350
Events led by the Centenary Trust	3,358	1,508	13,084
Discovering Epping Forest sessions (project ended in 2012)	4,500	0	0
Family Learning Events (nine events a year)	3,011	3,514	1,892
Visits to the Chingford Hub	36,573*	73,762	69,106
Visits to the Epping High Beach Visitor Centre ^	19,702	10,255	10,412
Visits to The Temple	10,906	10,037	10,319
HLF Forest Introduction Events (minimum of 12 events a year)	692	360	518
Visits to Chingford Golf Course	26,629	21,408	22,498
Football (pitch numbers reduced in 2012)	65,604	68,245	52,890▲
Additional sport on Wanstead Flats Δ	0	0	10,928
Web sessions	18,801	113,774	148,873
TOTAL	**201,228**	**351,584**	**332,374**

* The View visitor centre closed for 6 months in 2012 for redevelopment
^ Visitor Centre hours reduced to weekends only in 2013
▲ Eight weeks of pitch bookings had to be cancelled due to waterlogging of the pitches
Δ Includes school sports days, rounders, archery, health walks and cross country running events

Figure 16: Table showing observations data about number of participants to events at the forest from 2012-2014

Mini case study – Orion Harriers Running Club

Tim Wright is chair of the Orion Harriers Running Club and participated in an interview on the 31st of October 2016.

The expanded visitor centre proposed by the Branching Out Project needed the space occupied by the running club. The club was given alternative accommodation was found in a nearby former clubroom and sports changing room known as Jubilee Retreat. The Club shared premises with a local cricket club while, in partnership with the City, raised the money to transform the abandoned building into a clubhouse and given a peppercorn rent rate for three years by the City of London Corporation.

How has the Branching Out project positively impacted the club?

Once work has been carried out on the club's new premises, including an extension, the club will be in a better position than they were prior to the project beginning, although it has taken longer than expected for the club to reach this position. The new accessible trails have also opened up more areas for the club to use within Epping Forest.

Epping Forest have worked to build relationships with local community groups in order to bring a new, more diverse range of visitors into the forest, and stronger links have been established with the running club during the project, however they did use Epping Forest prior to the project taking place.

Where has the project excelled?

Tim comments on the fact that the Forest is open access as being a brilliant feature of the project, but would like to see more signage. He also feels that the interpretation boards have been an area where the project has excelled, but similarly to the signage, would like to see more of them. The visitor centre has been mentioned by Tim as the greatest success of the project.

Where has the project met challenges?

Tim feels that more work needs to be done to continue the development and improvements to the forest. This includes adding more history to the visitor centre, making more of it accessible online, and improving the frequency of forest signage and interpretation boards, as well as improving the transport strategy.

Epping Forest and the community

When asked about the future of the project, Tim comments on the levels of outreach with the community, stating that he would like to see the continuation of the community engagement programme so as to allow local groups to really make the most of the Forest.

5. Lessons learnt and recommendations

The summative evaluation process has helped to highlight a number of lessons learnt during the delivery of the Branching Out project.

5.1 Making the most of the legacy

As previously discussed, the project has generated a significant and valued legacy. This needs to be actively maintained if the impact of the investment in the project in future years is to be realised. A legacy plan has been developed, see section 6.

Resources and plans created by the project need to adapt and change if they are to continue to meet the needs of visitors and the local community, as well as ensure long term sustainability. For example whilst the spaces within The View visitor centre are a transformational addition to the visitor experience at Epping Forest, they are not flexible enough to accommodate a broad range of uses possible in a building that is to become a community resource. For example, whilst there is a temporary changing gallery space it is small and the rest of the interpretation is static and permanent. This means that the spaces are not flexible enough to accommodate weddings or community events.

> *"Encouraging locals to take ownership of the space, make further use of grounds, possibly festivals, etc."*
>
> -Renae Cronin, General Manager at Codsteaks on what the community potential for The View is in the future.

The end of the Branching Out project also provides a prime opportunity to spread the learning and improvement achieved during its delivery wider across the Forest. For example, The View, Hunting Lodge and Butler's Retreat received an excellent VAQAs rating however the VAQAs rating for a visit to the wider Forest was considerably lower[11] and highlighted areas for improvement.

885 questionnaire surveys were completed in 2014 by members of the public[12] who visited the Forest. This provides a useful source of information when considering how the legacy should be managed and where visitors would like to see improvement. The surveys collected data on forest visitor demographics, such as where they lived and what distance from the forest, as well as data on the forest experience such as how visitors rate 'travelling along paths' (see figure 18). One of the questions asked 'what would encourage you to return to the Forest?'

Respondents could tick up to three answers, and a third of all respondents were happy with the forest the way it was when they took the survey in 2014. The rest of the responses are presented in

[11] It should be noted that the assessment was undertaken before some of the welcome hub and threshold furniture had been installed.
[12] The surveys could be completed online or at Forest centres, or were collected from face-to-face interviews by staff and volunteers in the summer.

the graph below (figure 17) – it is evident that the second most popular response was that people wanted more events, followed by more seats and more refreshment facilities. See visitor survey report 2014 and summary of findings in appendix 4.

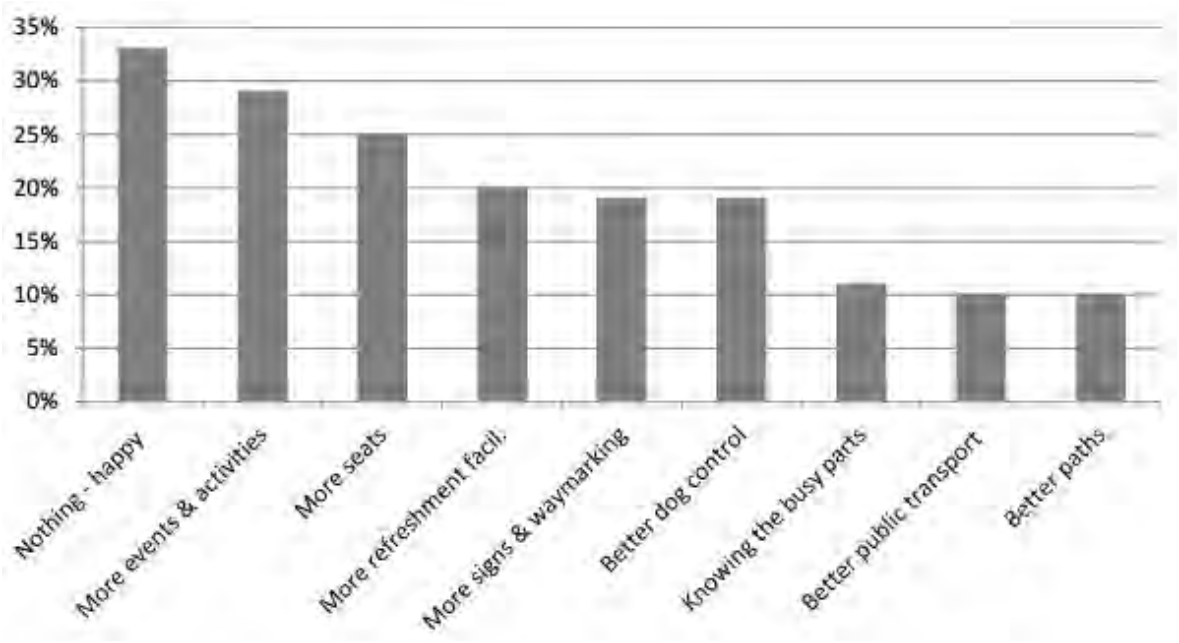


Figure 17: Bar chart demonstrating answers to the question 'What would encourage you to return to the Forest?' Taken from Epping Forest visitor survey report

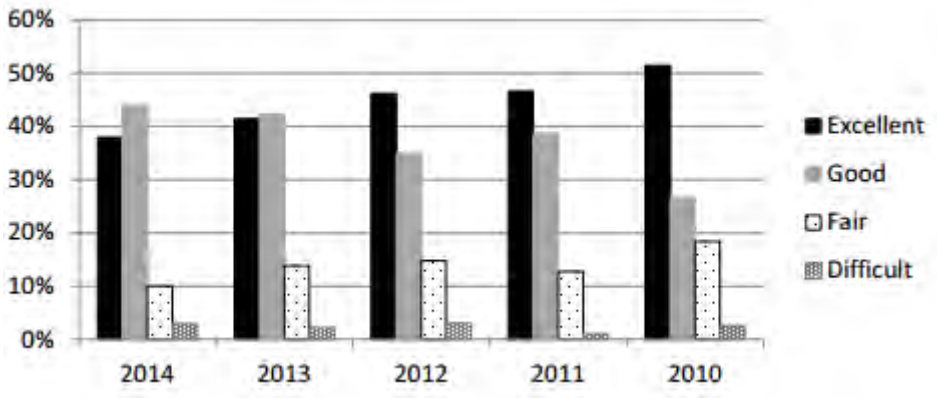


Figure 18: Bar chart demonstrating how visitors rate 'travelling along paths' taken from the Epping Forest visitor survey 2014

The desire for more events and activities is echoed in the key project members' interviews (see appendix 5), where one participant said that it is important for the local community to take ownership of the forest, and this could be done through holding festivals and similar events.

5.2 Create capacity for change

> *"A resource barrier, the staff and money to keep things going"*
>
> - Catherine Cavanagh, Contracted Project Manager

Key members of the project were asked about barriers which still exist to taking the work further, and a frequent answer was that in the future, more funding and dedicated resource would be necessary to continue to innovate in these work areas. Stakeholders gave practical examples of where additional funding could help remove barriers to engagement or conservation work. For example, additional funding could help schools who could not afford to self-fund visits to the Forest or enable the education team to be able to provide the more immersive, engaging multiple visit engagements for local schools provided within the Branching Out project.

Alternative delivery models could also assist with creating capacity for improvement. The Discovering Epping Forest schools project is an excellent example of working with specialist partners within the Forest to achieve shared educational objectives.

In addition to managing the legacy City of London Corporation has the opportunity to use it as a **springboard to take more calculated risks and create smaller revenue projects** around some of the areas of work. This could help to provide the resource and 'space' to further innovate in these areas.

Having all members of staff and volunteers on board and mobilised is an asset for any heritage project. The challenge of how and to what extent to involve all staff and volunteers so that they feel ownership of the project and up to date with its progress is a perennial one. It is always a tricky balance to strike but delivery of good internal communications can create a motivated team all 'singing from the same hymn sheet'. An **internal communications plan** for future large scale projects could help to mobilise City Of London Corporation's people to a greater extent.

5.3 Continue to develop the model of working with communities

Community involvement is key to the long-term sustainability of the Forest and the work of the City of London Corporation within it. The Branching Out project is the tip of the iceberg in terms of what could be achieved with local communities in the Forest; London's largest green space. The Corporation now has the opportunity to move towards a more **holistic community model** involving meaningful participation. The ladder of participation (see section 3) can help the team to plan at which level each intervention or consultation should sit. This process should also take into consideration striking the right balance between people and community focussed work and conservation work within the Forest. Consultative and community committees already in place have an important role to play, but are only part of the solution.

In particular, the Community Engagement Officer post in place for part of the project helped to provide specialist skills, capacity and a focus for this work. Once the post became vacant it was not re-filled. An organisation of this size and scope needs Community Engagement capacity to enable proper and meaningful participation and consultation in the management of the shared natural and cultural heritage. The original individual in this post has now secured the role of Forest Keeper so the skills developed within the project have been retained within the organisation however the distinct Community Engagement Officer role and capacity does not now exist.

5.4 Effective project planning

The project team learnt a number of **practical lessons about planning** and delivering a multi-faceted ambitious project of this nature.

For example, adequate time for capital build works was not allowed for within planning and the timing for the construction works took 12 months longer than initially planned. There were additional challenges for construction works, for example a lack of storage built into the restaurant facilities at the Butler's Retreat and the location of site staff during construction works needs to be carefully considered for future projects.

In addition the procurement of items such as interpretation could be undertaken in a SMARTer way to allow more lead time, time for user testing and flexibility in the designs and finished product.

> *"The staff were relocated on site during the construction works, with hindsight they didn't necessarily need to be on site. It was an impediment during the works. The staff could have been rehoused in their office on a temporary basis that wasn't so close to the building."*
>
> - Nicholas Sommerville, Architect with the City of London surveyor's department

5.5 Use the summative evaluation as a communication opportunity

If an organisation is to get best value from a project evaluation, it can use the information gathered for **evidence-based advocacy**. Advocacy is the deliberate process, based on demonstrated evidence, to directly and indirectly influence decision makers, stakeholders and relevant audiences to support and implement actions that contribute to attaining the project vision.

In addition to an evaluation report, a programme of evidence based advocacy should be considered to use to disseminate the messages of the project. This also links to how the partnership will share its learning wider across the sector.

In the short-term the project team could create internal and external advocacy tools based upon the summative evaluation and legacy plan and use these to communicate the lessons learnt more widely.

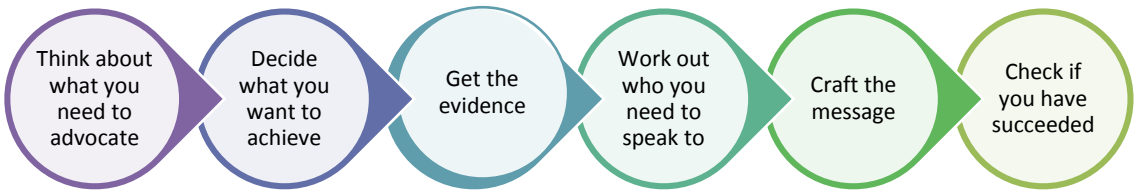


Figure 19 Diagram to show the steps to planning evidence based advocacy

5.6 Foster a culture of evaluation and research

Monitoring and evaluation are particularly important for a project such as Branching Out because it plans to do ground-breaking, game changing work that if successful could deliver a raft of new impacts and create a new way of working for the future. The project has also created the opportunity to build upon the insight generated by activities such as the visitor survey.

It is therefore important to properly understand what works and what doesn't about this approach and the extent of the impacts across the outcome areas. This will enable evidence based decision making about similar programmes in the future.

Monitoring and evaluating has many benefits including:

- ✓ Ensure quality of delivery and programme against its outputs
- ✓ Understand the impacts and beneficiaries of the project
- ✓ Help **meet funder requirements**
- ✓ Determine if a projects aims, objectives and outcomes are being or have been met
- ✓ Enable us to **understand visitors/users** or non-visitors/non-users better (being more user-focused) and improve the activities we offer them
- ✓ Identify **strengths and weaknesses** (and where resources should be directed in future)
- ✓ As a **professional development** tool and for **action learning**
- ✓ Ensure that **learning is shared and acted upon** within the organisation
- ✓ Define the quality of what is done and can **highlight unexpected outcomes** and seemingly 'intangible' outcomes
- ✓ **Anticipate problems** that can be resolved early on
- ✓ Strengthen accountability and **motivate staff** and users
- ✓ **Demonstrate to funders** the impact of the organisation
- ✓ Help inform the **legacy**
- ✓ Be a tool for **evidence-based advocacy** and **leverage of funding** and support.

For every day work, this might include a **capacity building programme** to develop the Corporations team for example in practical evaluation skills or evidence-based advocacy. Consideration by senior management to creating permanent capacity on the internal team for evaluation should also be

given and the possibility of further partnership with higher education institutions to undertake research should also be explored.

For future major projects, this should include the development of a **Monitoring and Evaluation Framework** during development of the project, running awareness training for the whole project team to ensure the importance of evaluation is embedded into the project delivery and the commissioning of external support to provide an independent perspective and add rigor to the process.

The evaluation of large scale projects should be treated with the same level of importance as the project activities and events. In future projects, evaluation should be considered as an integral part, with planning commencing from the inception of the project and responsibility being ascribed to those who will be organising and collecting data for evaluation. It should also have a dedicated budget. Evaluation serves a multitude of purposes, and continuous evaluation helps monitoring and checks whether the project strategy is heading in the right direction. It also helps to justify whether the project is value for money, and validates the funding decisions which have been made, along with decisions about research and to check that the project generally is moving along well and improving.

6. Next Steps

6.1 Project Legacy and actioning lessons learnt

City of London Corporation in Epping Forest are committed to progression. Whilst the Branching Out project made excellent inroads to achieving the vision of 'innovative Open Space Management achieved through social inclusion, education and enjoyment' there is still work to be done and this vision remains a guiding principle for the future.

To this end a Legacy document has been drafted, see Appendix 6 which documents outputs achieved by the project and how these will be built upon in the next ten years; 2017-2027. This document sets out targets for future outputs across all four aims of the project and mechanisms for measuring the success of these. Many of these respond not only to the foundation of work created during Branching Out but also to the lessons learnt by the organisation, see section 5.

This document states that aside from all the wonderful improvements to the facilities now on offer at Epping Forest, a large legacy from the Branching Out project is the lessons learned from delivering the project and how Epping Forest can continue to improve the offer to visitors, partners and volunteers.

The overall 'step-change' in the way the Forest and it's visitors are managed has been realised and over the life of the project the Committee members, managers and officers who run the Forest have gained a better understanding of their visitors and how they can better deliver services to them. This improvement in information needed to make informed decisions stretches across the project from the visitor survey, to the survey and recording of keystone trees which will inform future tree management in the Forest. Leading on from this new or reviewed management frameworks have also been put into place as a result of the Branching Out project. For example, a robust volunteer programme including systems for recruitment and training is now in place that can be fostered and grown over future years. The Forest Transport Strategy now in place will guide development in this area of work in a considered way in the future.

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A big **thank you** to everyone who has assisted in the data collection for this evaluation report.

7. List of Appendices

1. Full list of evaluation material received
2. Telephone interview script for key project members
3. Telephone interview script for teachers
4. Epping Forest visitor survey summary
5. Key project member interview summary
6. Branching Out legacy 2017-2027
7. Apprentice survey summary
8. Teacher interview
9. Explanation of Arnstein's Ladder model of participation

Appendix 1: Full list of evaluation material received

- Initial scoping meeting and informal focus group with Branching Out Project Manager and the Superintendent of Epping Forest
- Desk-based review of project documentation
- Review of reports including archive report and 2014 visitor survey data (2560 visits were mapped across ten sites throughout the forest in the summer of 2014. The surveyors followed a set route, plotting visitor location and other details such as age, gender, ethnicity and activity. **Eight surveys, each approximately an hour long**, were carried out on each site.)
- Discovering Epping Forest project report on primary school learning experiences in the forest. **12,150 learning experiences** for key stage two pupils across the project, **25 schools visiting per year** and **33 across three years**.
- Fresh Eye visit to The View and Butlers Retreat
- Structured feedback from arborist apprentices (1 survey)
- Online survey of volunteering experience
- Telephone interview with teacher involved in Discover Epping Forest (1 teacher interview)
- Semi-structured telephone interviews with 10 key members of the project using a palette of questions

Appendix 2: Telephone interview script for key project members

Telephone question framework – for key project staff, stakeholders and suppliers

Hi I'm Nikki and I am one of the evaluators for the Branching Out project.

Thank you for taking part in this telephone interview – it includes 12 questions and will take no longer than 20-25 minutes, is that ok?

This is really an informal chat and a chance for us to get your thoughts on the project.

The information we gather will be fed into the final evaluation of the Branching Out project and help the organisation and others to learn from the project as well as report to the Heritage Lotter Fund.

We are not looking for just positive comments but an honest reflection on the journey of the project.

1. **Just to give me some background could you outline your role in the project?**

2. **Overall, how well has the project met your expectations?**

I want to ask you about how well you feel the project has achieved its vision of protecting Epping Forest and beyond and I am going to run through each of the areas in turn. Don't worry if you can't answer for all four areas of the vision.

Please tell us any areas that you feel have excelled or areas where challenges still exist.

1. Extending opportunities to learn about Epping Forest's heritage

Excelled -

Challenges –

2. Raising awareness of what has been before through interpretation, history and education

Excelled -

Challenges -

3. Improving access for all and working towards a more sustainable future

Excelled -

Challenges -

4. Re-establishing traditional Forest management through grazing and pollarding

Excelled -

Challenges -

5. What do you feel has been the greatest success of the project?

6. Who do you think has benefitted most from the project? Eg particular audiences, communities, organisations

7. And what do you feel are the greatest legacies of the Branching Out project?

Resources and Communication

8. Do you feel there has been sufficient budget, staff and support to complete the project to its greatest potential the project? And if not, which areas in particular would additional resources have been valuable?

9. How well do you think the project and team communicated, for example with colleagues, partners, volunteers, local communities and stakeholders?

Looking forward

10. Long term, what would you like to see happen with the work started by this project?

11. How do you feel this could be most effective achieved?

12. Where do you feel there are barriers that still exist to taking this work further? E.g. funding, connecting with more diverse audiences, capacity, communicating with the right people

That is all the questions I have, is there anything else you would like to add about the project overall or your work within it?

Thank you for your time today. **As I said this is all so useful and will feed into the final evaluation of the project.**

Appendix 3: Telephone interview script for teachers

Telephone question framework – for teachers in the Discover Epping Forest programme

Name of school:

Hi I'm Nikki and I am one of the evaluators for the Branching Out project in Epping Forest. We have been given your number because I believe you participated in the Discovering Epping Forest programme where your school visited 6 times in a year?

Thank you for taking part in this telephone interview – it includes 8 short questions and will take no longer than 10-15 minutes, is that ok?

This is really an informal chat and a chance for us to get your thoughts on the programme and we'll send you a £10 M&S voucher to say thank you for your time.

The information we gather will be fed into the final evaluation of the Branching Out project and help the organisation and others to learn from the project as well as report to the Heritage Lottery Fund.

We are not looking for just positive comments but an honest reflection.

1. **Can you start by telling me a bit about the visits you undertook to Epping Forest. When were the visits roughly?**
2. **Which year group were they with?**
3. **Were they self-guided (ie the teacher led them) or did a forest educator lead them (ie from Field Studies Corporation, Suntrap Education Centre)?**
4. **Did you undertake any training as part of the programme as well as visits?**
5. **If yes, can you tell me a bit about this and how do you feel it affected your confidence to lead out of the classroom sessions?**
6. **Overall, how well has the programme meet your expectations?**
7. **What do you think the most important things the children/young people took away from the experience were?**
8. **Has anything happened as a result of the programme (in your school, a year group, to teachers or individual pupils)?**

That is all the questions I have, is there anything else you would like to add about the programme?

Thank you for your time today. **As I said this is all so useful and will feed into the final evaluation of the project.**

Appendix 4: Epping Forest visitor survey summary

heritage lottery fund
LOTTERY FUNDED

SUMMARY

We engaged Alison Millward Associates to devise a visitor survey for Epping Forest and train staff and volunteers in data gathering and analysis, with a tapered handover over four years. Funding was provided by Heritage Lottery via the Branching Out project and the City of London.

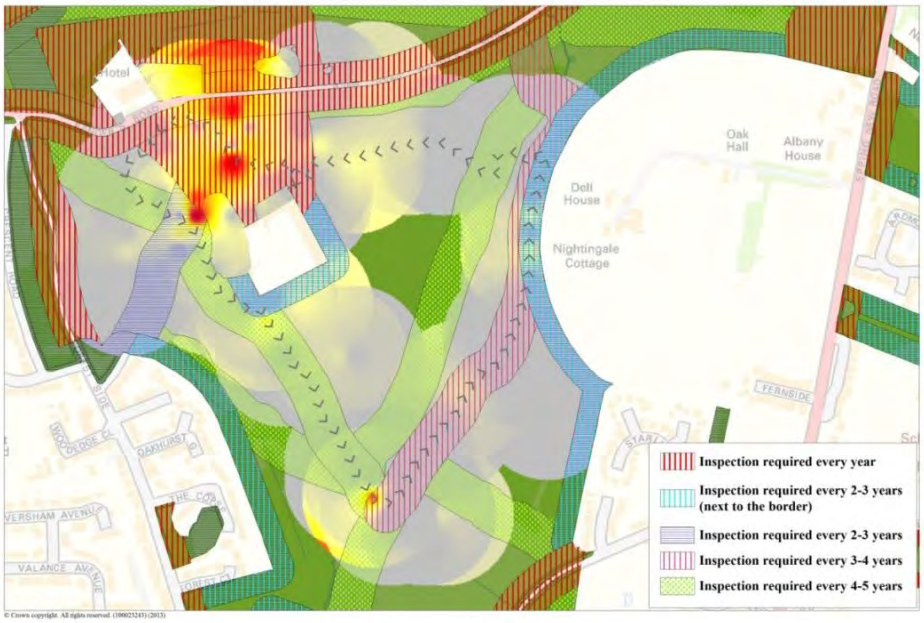
No method of counting visitors was previously used and it is thought that the Forest is too permeable (only Wanstead Park is fenced) for automated counters. The methodology for the survey is summarised in the 2010 report.

Aim: To calculate the annual number of visits made to Epping Forest; understand the main activities and provide a benchmark against which the success of access improvements to the Forest can be measured.

RESULTS

We now know that Epping Forest receives over 4.2 million visits per annum and better understand our visitor demographic compared to the local community.

Our volunteers have taken over more of the survey work each year, and in 2014 mapped eight sites on the Forest, walking 120 miles over 60 hours and surveying 1,395 visitors. Volunteers spend a considerable amount of time (c30 hours) inputting data and we also benefit from the local knowledge volunteers have of the Forest when analysing results and making action plans.



Barn Hoppitt: Visitor density mapping informs tree safety inspections

More questionnaire forms are now being completed than for the previous Greenstat survey. Volunteers not only did the majority of the surveys but also improved the reporting procedure, eg the formulae on the Excel spreadsheet.

> *It was easy to drop in and pick up the system*.
>
> Andrew Harby, Community Liaison Officer, maternity cover

USES

Management

Although not clearly articulated as an original aim, the survey data has contributed greatly to informed decision making. For example, survey data has been fed into the management plan process and information on popular dog walking areas has informed the grazing strategy.

The visitor survey highlights areas of concern. It helps identify the need for and location of future projects as well as prioritising maintenance works and resources. Action plans are used to inform operational plans and staff appraisals, to raise awareness about issues and make relevant improvements.

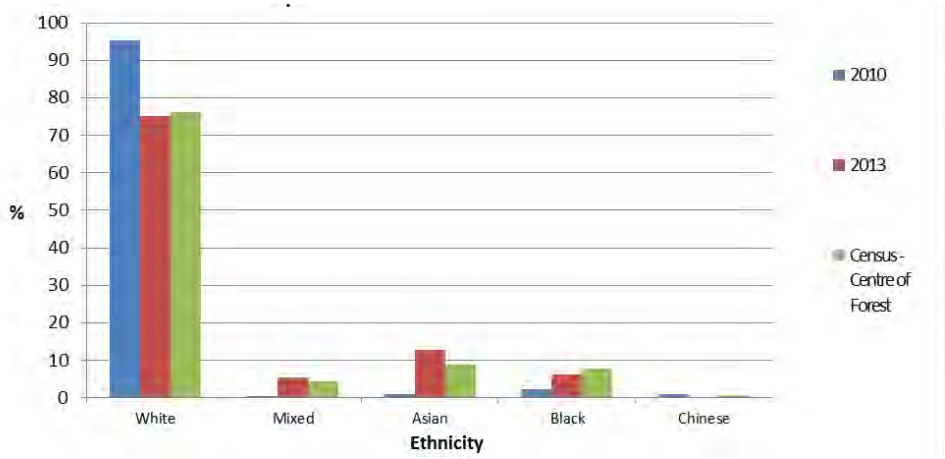
We are using GIS maps of the visitor densities to prioritise works to trees as part of our Tree Safety Zone review. The visitor survey is used to inform tender processes (eg catering) and contribute to other survey work (eg car parking and conservation management plans). We can focus activities such as litter picking on areas where the visitor impact is higher.

It's good to know how the results are used to influence the management of the Forest – it makes it more rewarding.

Rod Grosstephan, Volunteer:

Evaluation and bench marking

Baseline data is used to measure the impact of improvements, in particular as part of the five-year Branching Out project where sites were observed before and after capital works. It will play a key part in evaluating our forthcoming Management Plan.



Connaught Water: the ethnicity of visitors was observed as being closer to the 2011 Census following access improvement works.

The results from the questionnaires give us a better picture of how visitors view our services such as catering and events.

The City of London is in a strong position to demonstrate that you can deliver change. The dramatic rise in use, greater diversity and appreciation of the improvements at Connaught Water are particularly pleasing to me.

Alison Millward, Consultant

Dissemination

The results of the Visitor Survey are posted on the City of London's website. They are accompanied by reports on progress with action plans derived from the survey.

Statistics from the survey are included in talks to external groups, from local societies to livery companies, and as part of our walking events. They are used to report to sponsors (eg HLF and CBT) and our committees, as well as applications for awards and funding.

Visitor survey information is used in area-specific press releases, eg Jubilee Pond landscaping; to answer enquiries - especially contextualising complaints; influence partners (eg local authorities); and liaise with community groups/forums.

Alison Millward included the visitor survey as a case study in her presentation at the Countryside Management Association's *Getting it Right* seminar. An MSc student paper on applied micro-econometrics was based on the 2010 visitor survey. The conclusion noted that respondents engaging in activities such as keep fit are more likely to visit the Forest on a weekly basis.

OUTCOMES

Legacy: More could be done to link observation data with sensitive habitats, biodiversity and wildlife. The GIS visitor density mapping for tree safety could also be used to assess soil damage from compaction and pollution.

The audience segmentation work by Visitor Services might link to the survey, although the former is for marketing whereas the survey is about increasing diversity.

Resources need to be set aside to continue coordinating and delivering an annual visitor survey. There is the potential for student involvement and we could purchase digital tablets to help complete questionnaires in the field.

With over 1000 responses to the survey, we are in Mori territory and use cross tabs to compare variables via pivot tables.

Lessons learned

The number of visits to some sites was poorly estimated prior to the start of the survey. We later refined the total estimated visits to sites that haven't been surveyed based on data collected from comparable sites.

The total number of visits may still be an under estimate as we do not undertake night time or regular winter survey, although observation surveys were scheduled to start earlier in the day during 2013. The results of a winter survey in 2010 and extra surveys during the 2012 Olympics and Para Olympics help to corroborate the methodology of the survey, which assumes a 12 hour activity period all year round rather than accounting for seasonal changes to daylight hours. As this is a conservative estimate of activity periods on the Forest, a drop in visitor numbers during winter helps balance the figures.

The need to mesh the way demographic data is collected from other surveys/consultation to be comparable, such as events feedback.

CONCLUSION

The visitor survey has been even more successful than we could have anticipated. The consultant successfully met the aims of the brief on time and within budget and we have achieved the intended legacy of undertaking the survey ourselves. Overall, we are seeing a change in the outlook of colleagues towards the usefulness of data gathering and it is helping to keep staff and volunteers motivated.

Alison Millward Associates has also been running a survey for City Commons over the past two years and recommended the consultants who were selected to undertake the car park survey.

> *The survey is providing in depth data, a good evaluation of what's going on and a benchmarking system. It contributes to data-based decision making. It demonstrates the value of the staff and volunteers who run the survey*.
>
> Alison Millward, Consultant

25/2/14 Catherine Cavanagh

Appendix 5: Key project members' interview summary

Interviews were conducted with a number of people who had been directly involved in the Branching Out project management and planning. People in a variety of different roles were interviews. These ranged from the project manager who was bought in to lead the project, to the volunteer development officer who was responsible for the recruitment of volunteers throughout the project, and the community liaison officer who was in attendance for five years of the project.

How well has the project met your expectations?

Everyone who participated in the interviews was pleased with how the project had gone. All responses indicated that the project had at least met, if not exceeded, the expectations of the interview participants. One participant said that all of the set project objectives and outcomes had been met, and another commented that they had actually exceeded most of their targets. Another participant thought that the project had been a positive experience, but did say that it could have been better, adding that the project funding which was allocated outside of the project was not always used well. Similarly, one person responded that the interpretation of the visitor centre, The View, could have gone better.

How well has the project achieved its visions?

Visions were outlined for the project, encompassing a number of areas. These were 'extending opportunities to learn about Epping Forest's heritage', 'raising awareness of what has been before through interpretation, history and education', 'improving access for all and working towards more sustainable future', and 're-establishing a traditional forest management through grazing and pollarding'. Interview participants were asked whether they thought the project had excelled in any of these areas, and whether they felt there were any challenges faced.

Extending opportunities to learn about Epping Forest's heritage:

Excelled

The visitor centre, The View, was bought up by several people as a way the project excelled in extending learning opportunities. One of the participants commented that The View makes the forest feel more accessible and welcoming to visitors, and that the facilities are a major asset to be able to facilitate learning about heritage.

Mentioned most, however, was the engagement of schools with the forest. Multiple participants said that the fact that 25 schools had been reached over the past three years, with each paying multiple visits to the forest, was the main way the project excelled in extending educational opportunities. This provided learning opportunities for children who may not have otherwise been regular visitors to the forest, or ever visited at all. This was a way for children to learn about the heritage of the forest and also paved the way for outreach work to take place.

Finally, the visitor count showed an increase in visitors from black and ethnic minority communities, extending learning opportunities to demographics who may not have visited the forest prior to the inception of the project.

Challenges

There were also some comments about the challenges faced in attempting to extend learning opportunities about the forest's heritage. Investments for education in certain areas, such as the website or High Beach Visitor Centre did not yield as much as expected for example. There were also challenges faced in motivating learning providers to work more closely together, and some

challenged existed surrounding the understanding of the forest's audiences and expanding their audience.

Raising awareness of what has been before through interpretation, history and education

Excelled

The new visitor centre was bought up again, this time as an excellent interpretation of the history of the forest, and as a centre of education. Another participant commented on the sheer amount of historical research that was undertaken and put online, in newsletters, and into the displays as a part of the project. Similarly, a participant who was involved with the archives bought up how the project made important, interesting, and fascinating documents available to the public in a very professional and accessible way.

Finally, the arborist apprenticeships were mentioned. These provided apprentices with a whole new set of personal and practical skills, whilst they were able to play a role in the upkeep of the forest.

Challenges

There were only a few challenges mentioned. The first was that the forest no longer has a community engagement officer, a role which is vital for bringing in new members of the community. The second was that finance was focussed heavily on the visitor centre, leaving some areas without as much funding or staff time as they really needed.

Improving access for all and working towards more sustainable future

Excelled

Comments in this area were primarily about how the project has excelled at generally making the forest a more accessible place for all. For example, the forest now having 9 trails, all of which are now well used, and access being improved to the 'honey pot' areas such as the visitor centre. Traffic calming measures have made the forest a safer and more pleasant place to be, as well as contributing towards its sustainability.

The project funding has meant that new materials and learning capabilities can be developed which contribute to forest sustainability. Varied skills, best practices, and evaluation skills and templates have also been developed due to the project, and so have specialised resources for children with special needs, allowing a greater range of visitors to access the forest and forest education.

Several of the participants mentioned the reduced number of car parks as excellent contributors to forest sustainability.

Challenges

One participant commented on issues surrounding the quality of some of the provisions, such as litter bins falling apart, as well as poor quality of hard landscaping. Another discussed delays to the construction works, and a third participant bought up storage issues at the Butler's Retreat.

Re-establishing a traditional forest management through grazing and pollarding

Excelled

All of the comments about the pollarding program were positive, with one participant discussing the arborist apprenticeships in relation to this. The arborist apprenticeships enabled the apprentices to be better skilled for the role and employment in the future. Participants also commented on the cattle grazing, commenting that it helped significantly in re-establishing traditional forest management.

What do you feel has been the greatest success of the project?

Each project member had slightly different ideas about what the greatest success of the project had been, dependent on their role and which parts of the project they worked on the most. The grazing

was mentioned by several participants who had worked on different areas of the project, with one person saying that the grazing infrastructure has been the greatest success because, although it still has problems, there is now an infrastructure where there wasn't one before. The increased number of visitors has also been mentioned multiple times, often in relation to the new visitor centre, The View, which several participants saw as a major success of the project in itself along with the landscaping. When mentioning visitors, volunteers were mentioned too by a few of the participants. One person said that involving large numbers of volunteers meant that the project challenged the understanding of the forest, and another was pleased that volunteers had been put into roles formalised with policies, procedures, and training.

One participant felt that the greatest success of the project had been understanding the historical importance of the forest, and another said that the project providing them with the ability to deliver a multi-faceted large scale project was the biggest success. Finally, one participant said that they felt the arborist apprentices were the biggest success of the project, along with the restoration of the veteran trees.

Who do you think has benefitted most from the project?

The most popular answer provided by participants was that the local communities and school groups benefitted most from the project. One comment was that families with impairments have found a lot of benefits from the 'honey pot' sites such as the Visitor Centre, and another participant said that the forest school sessions were beneficial for school pupils.

> *"Sandringham School is one that we have particularly impacted; now they are independently leading visits, they have integrated the forest into their curriculum, this especially from a school which is more economically deprived."*
>
> *– Anneke Kempton, Field Studies Corporation*

What do you feel are the greatest legacies of the Branching Out project?

A variety of answers were provided when participants were asked about the legacies of the project. Improved access and infrastructure were mentioned, as was the grazing. Volunteering was bought up several times, with participants saying that the program itself and the infrastructure being put into place were great legacies of the project. The new signage will last for around 25 years, which contributes to the legacy, as does the work having been completed on the trees, which have around another 300 years to live.

Do you feel that has been sufficient budget and resources?

Most participants said that there could have been greater budget and resources, with one adding that it never seemed like there was enough money. One participant felt that one additional community engagement officer was necessary, and another was of the opinion that there could have been more support across the senior management team. Keeping on the topic of staffing, another participant said that there was a need for more staffing in the education and interpretation sectors.

What would you like to see happen long term?

Continuation of the positive work started due to the forest was the primary theme when participants were asked what they would like to see happening at the forest long term. Comments in this area included continuing the work begun by arborists, continuing with the cattle grazing in the forest, continuing to educate students, and continuation of conservation work as a whole. Another participant said that they would like to see similar projects rolled out in other areas of the forest.

How can this be achieved?

Funding was bought up here by several participants. One said that greater funding for schools who are unable to self-fund visiting the forest would help to achieve continuation of the project work, and another thought that further grant funding for ongoing stewardship of the habitat would help. Encouraging locals to take ownership of the space was another comment, with suggestions for ways that this could be done including holding small community festivals and other events in the Forest.

Where do you feel there are barriers still existing to taking work further?

Resources, mainly lack of funding and lack of time, were the primary comment when participants were asked about barriers existing to taking the project further. Linking to this, there was also a comment about factors limiting forest education received by schools in the area, with the main concern being schools being unable to afford to bring their students to the forest. The outreach programme could help this, however there would need to be an increase in funding and resources.

Appendix 7: Apprentice survey summary

Arborist apprentices were recruited as part of Epping Forest's Branching Out project, and helped to maintain the veteran trees and the forest as a whole. One apprentice completed a short survey about his time at Epping Forest, which was from 2011-2012.

The role of apprentice involved working for senior conservation arborists and carrying out a variety of forestry maintenance tasks as well as practical arboriculture tasks such as climbing, felling, and pruning. The survey responded had also operated heavy machinery such as tractors, chippers, grinders, and four wheel drive trucks during his time as an apprentice. These all helped him to gain a variety of practical skills, such as maintenance skills through operating the chipper and chainsaw, and climbing skills which included rope techniques. He also gained knowledge about trees and timber, concerning tree function and their importance to the environment.

The respondent was asked to rate how well the apprenticeship had met his expectations on a scale of one to five, with one being not at all and five being completely, and he selected five. He expanded

> *"By learning these news skills I discovered I was capable of new personal depths that I didn't think I was able to reach, the confidence to which I gained through being an apprentice still stays with me to this day."*

by commenting on the new personal depths he was able to discover thanks to the role.

This personal development was elaborated on in the next question, where the respondent was asked how he thinks he has developed personally over the course of the apprenticeship. Three things he says he gained during the apprenticeship are increased communication skill due to team tasks, increased confidence due to stepping outside of his comfort zone, and the knowledge that after the apprenticeship he wanted to remain in the same industry. He has indeed remained in the industry, either in a voluntary, part time, or full time employment capacity.

The respondent did not feel that there was anything that could be improved about the apprenticeship, and commented on the brilliant job the team leaders did to introduce the apprentices to the industry and prepare them for the future.

Finally, he commented that he learned so much from his experience of being an apprentice, and said that the arborist apprenticeships should continue as he is sure others would benefit from the experience as much as he had.

Appendix 8: Teacher interview

This interview was conducted in October 2016 with a teacher who participated in the schools programme at Epping Forest as a part of the project.

1. **Can you start by telling me a bit about the visits you undertook to Epping Forest? When were the visits roughly?**
   They were different visits throughout the year, they were a long time ago now. We had a local site at Theydon Bois that we used and we did pond dipping at High Beach, visited the Hunting Lodge for example, and then we'd return to school, to continue the activities in the classroom from what had been learnt on site.

2. **Which year group were they with?**
   Year 5

3. **Were they self-guided *(i.e. the teacher led them)* or did a forest educator lead them *(i.e. from Field Studies Corporation, Suntrap Education Centre)*?**
   Led by others

4. **Did you undertake any training as part of the programme as well as visits?**
   There was no training but we did have meetings before, during and after with other teachers who were also doing the project.

5. **If yes, can you tell me a bit about this and how do you feel it affected your confidence to lead out of the classroom sessions?**
   I don't think it particularly changed my confidence. It was alongside what we were already doing.

6. **Overall, how well has the programme met your expectations?**
   It was really good, the children enjoyed it, we enjoyed it. It did what they said it was going to do.

7. **What do you think were the most important things the children/young people took away from the experience?**
   It got them outside and got them doing something they wouldn't normally have the chance to do.

8. **Has anything happened as a result of the programme *(in your school, a year group, to teachers or individual pupils)*?**
   No, nothing.

Appendix 9: Explanation of Arnstein's Ladders model

Arnstein's Ladder of Participation. Arnstein, S. R. (1969). A Ladder of Participation. *Journal of American Institute of Planners*.

The bottom rungs of the ladder are (1) Manipulation and (2) Therapy. These two rungs describe levels of "non-participation" that have been contrived by some to substitute for genuine participation. Their real objective is not to enable people to participate in planning or conducting programmes, but to enable powerholders to "educate" or "cure" the participants. Rungs 3 and 4 progress to levels of "tokenism" that allow the have-nots to hear and to have a voice: (3) Informing and (4) Consultation. When they are proffered by powerholders as the total extent of participation, citizens may indeed hear and be heard. But under these conditions they lack the power to insure that their views will be heeded by the powerful. When participation is restricted to these levels, there is no follow through, no "muscle," hence no assurance of changing the status quo. Rung (5) Placation is simply a higher level tokenism because the ground rules allow have-nots to advise, but retain for the powerholders the continued right to decide.

Further up the ladder are levels of citizen power with increasing degrees of decision making clout. Citizens can enter into a (6) Partnership that enables them to negotiate and engage in trade-offs with traditional power holders. At the topmost rungs, (7) Delegated Power and (8) Citizen Control, have-not citizens obtain the majority of decision-making seats, or full managerial power.

Obviously, the eight-rung ladder is a simplification, but it helps to illustrate the point that so many have missed - that there are significant gradations of citizen participation. Knowing these gradations makes it possible to cut through the hyperbole to understand the increasingly strident demands for participation from the have-nots as well as the gamut of confusing responses from the powerholders.

Committee(s):	Date(s):
Epping Forest & Commons Committee	18 November 2019
Subject: Superintendent's Update	**Public**
Report of: Superintendent of 'The Commons'	**For Information**

Summary

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

Recommendation

Members are asked to note the contents of this report.

Burnham Beeches and Stoke Common

1. The adjacent quarry site remained operational throughout the summer, making good progress with just one more 'cell' to be started. Dust and hydrology monitoring levels continue to fluctuate but do not show any major concerns.

2. South Bucks District Council (SBDC) have submitted the Local Plan to the Secretary of State, see separate report for more details.

3. The Heathrow Biodiversity Offsetting project has made good progress. A draft discussion document has been produced and circulated to key landowners and interested partners and detailed discussions have now started. Artwork was commissioned as part of the process to help with 'visualisation'. Further meetings have since been held with the Dorney Wood Trust and their various tenants. A meeting was also held with Heathrow Airport Ltd to review a first draft of the Memorandum of Understanding. Following that meeting a new draft was produced and once finalised will be presented for approval under delegated authority, as agreed at the September 2019 meeting of this Committee.

4. Detailed planning for the Burnham Beeches Management Plan has continued. A public consultation event was held on 26, 27 and 28 October on the Main Common with a structured display and associated questions. A new 'vision' display was commissioned to help illustrate some of the management principles under review. Over 900 visitors attended the 3-day event. The Mt Plan will be amended following the results of the consultation exercise with submission to this Committee currently on track for approval in January 2020.

5. The minor leak in the dam structure of Middle Pond remains under investigation. A chamber in the middle of the dam was recently excavated and cleared of debris. A stopcock was found but there was no evidence to suggest that this, or the chamber itself, were contributing to the leak. The City Surveyor has provided a suite of possible solutions to resolve this issue with an estimated cost of £225,000. However, the matter is considered to be of low risk so a capital project is not feasible under the current financial circumstances. The structure will continue to be monitored with minor exploration works undertaken as local risk budgets allow.

6. Contractors have been working on Stoke Common doing the last major tree clearance for heathland restoration on three separate parts of the common. Around 1.45 ha of small trees were removed and taken off site as woodchip. Each area was mulched following tree clearance to stimulate heathland seedbed and this technique has been very successful at the common previously. This work was funded by the Countryside Stewardship grant.

7. Contractors have also felled two larch plantations on the west side of the Beeches, which will be restored to wood pasture. Young Beech trees were retained where possible and these will be cut as pollards this winter. This work was funded by the Countryside Stewardship grant, as the trees were too poor to generate any income.

8. The cattle and ponies have been grazing various parts of the Beeches over the last couple of months. The ponies have moved back to the Beeches from the North Common at Stoke Common in September. The grazier's cattle have now been removed from the Main and West Common at Stoke Common.

9. A new 10 year conservation grazing contract at Stoke Common has recently gone out to tender with the new contract commencing April 2020.

10. The ecology volunteers have been busy over the summer with regular monitoring of dust and invertebrates. The remaining annual vegetation monitoring plots have been completed. A placement student from last winter has been back to work with us for a few weeks and a 'thank you' outing to a local arboretum and a guided tour of a National Trust property led by a past volunteer, has taken place.

11. Practical volunteers have been busy constructing a new stock fence, which replaces an older one and increases the area grazed at Burnham Beeches. They have also started scrub control on Stoke Common and the Beeches concentrating in areas that get wetter in the winter months. As ever this small scale and relatively gentle habitat management activity is an essential part of caring for these nature reserves.

12. Species inventory work has included a spider survey of Stoke Common and a visit by the Bucks Fungus Group to Burnham Beeches. The mire areas proved best for the fungi this year with a re-find of a tiny toadstool that has yet to be identified, fresher material hopefully means this can be determined now. The pony dung also provided an interesting toadstool!

13. A presentation about some of the results of the long running (27+ years) pitfall trapping of ground running invertebrates was presented at the 18th International Congress of Myriapodology (millipedes and centipedes) in Hungary . A poster presenting the results of a student project on squirrel damage on trees in wood pasture was displayed at the 18th International Conference on Life Sciences for Sustainable Development in Romania. Both were delivered at no cost to the City of London.

PARTNERSHIPS
Kenley Revival update

14. The last remaining post funded by the National Lottery Heritage Fund ended on September 13 and consequently there are no project staff employed. This essentially means that the delivery of educational and engagement work by the project has ceased. However, the City funded Legacy Officer has been very active in maintaining opportunities for people to engage with Kenley's heritage through guided walks, talks, school visits and electronic media postings.

15. The City's legal advisors, Beale and Company, have written to the Buildings Research Establishment (BRE) with a series of questions following receipt of BRE's final report on the performance of the 'trial panels'. These questions are intended to assist in deciphering how BRE's analysis of the outcome of the trial panels impacts upon their earlier conclusions and where liability in respect of the Thaumasite sulphate attack lies.

16. The travelling exhibition was delivered on September 10 and is currently on display at the Kent Battle of Britain Museum where it will remain until November 2.

17. The signage contractor is still working on the design of the on-site signage. This element of the project has taken a lot longer than anticipated. Approval to manufacture the signs was given in December last year following sign-off of the artwork.

The West Wickham and Coulsdon Commons

18. Staff vacancies remain a concern with the Ranger team currently carrying three full time equivalent vacancies and one full time equivalent maternity leave cover. An Assistant Ranger is being recruited to provide the maternity leave cover. Other

posts are to be recruited on fixed term contracts as a means of maintaining adequate levels of service until the Division's structure can be reviewed.

19. A new grazing system for the cattle is being trialled. Woodplace Farm field has been chosen as a secure site to test using 'No Fence' technology. The system uses similar components to Virtual Fencing but without the need for a buried wire to carry the signal that 'contains' the cows within the enclosure. Enclosures can be plotted on a dedicated app and is activated using satellites and the 2G network connected to a collar worn by the cows. The cows are discouraged from crossing the invisible perimeters through a series of high-pitched noises as they approach. They receive a short electrical shock if they persist and attempt to cross the 'invisible' perimeter of the enclosure. Since the trial started, the cows have adjusted to the collars well, the number of shocks have decreased, and they are aware of the virtual fence lines. A representative from the company visited the site in September and has been assisting the Livestock Ranger to ensure the system is working to prescription. If successful, this new equipment has potential to further revolutionise the way we graze some of the open spaces. The technology provides data rich information on the movement and behaviour of each animal as well as instant alerts should an escape occur. The area of pasture can be very easily altered using the app on a mobile phone or tablet.

20. The Ranger team have started infrastructure checks across all sites to assess the condition of items such as gates, benches and bridges need repairing or replacing. Tree safety assessments are also being carried out on medium to high-risk areas and routes.

21. The calves on Farthing Downs have been separated from the cows so they can be weaned. Rangers and volunteers carried out the roundup of all the cows on Farthing Downs from three separated groups. This included a quick check up on the collar battery and condition of the 'No Fence' cows. The calves are now grazing Western Front South, Kenley Common on fresh grass, which will provide good pre-winter feed, and the cows will remain on Farthing Downs until December. The calves will be moved to The Grove on Coulsdon Common to join the heifers.

22. Goats are grazing the quarry on Riddlesdown Common. The sheep have been grazing Upper Woodplace Farm fields on Farthing Downs and the Bullpen on Riddlesdown Common and have recently been gathered by the livestock ranger and sheepdog and moved to Coulsdon Common.

23. Contractors have been working on Hilltop, Kenley Common as part of ongoing work to restore what was once chalk grassland meadow. Now that the work has been completed and much of the scrub has been cleared, seeds still stored in the soil can germinate including species such as Birds Foot Trefoil and intricate flowering orchids

like the Man and Bee orchids. This is helping to recover one of Europe's rarest habitats.

24. A new drinking fountain has been installed on Farthing Downs. This is located by the car park and will serve walkers, cyclists and visitors. Reaction to this has been positive and users to the site are being encouraged to bring reusable bottles to reduce single use plastic consumption. The success of this scheme will be monitored and may be used at other sites across the Commons to help the pubic reduce their use of plastic bottles.

25. A mixture of events has been held including a dusk mammal walk, bat walk, fungi forays, an introduction to moth trapping, for International moth Night 2019, and a Hedgehog home workshop. Events are planned across half term for families and children including a fire and food activity, self-guided nature trail and an evening wildlife walk.

26. The Management plan for Farthing Downs is being edited. Amendments to the new maps for Farthing Downs and Kenley Common are being carried out by the contracted designers. The vision for Farthing Downs and Kenley Common is now complete and a meeting planned to prepare a draft vision for Coulsdon Common.

27. The Rangers cleared an area of secondary Oak woodland on the main grazing area of Riddlesdown Common. This was done to increase the area of chalk grassland and light levels for ground flora and fauna. The arisings were mulched or placed as habitat piles in the surrounding woodland and the usable timber has been stacked for removal.

28. Corporate and local volunteer groups have ben removing Hawthorn saplings using tree poppers on 8-acre, Farthing Downs and Hilltop, Kenley Common. Additional tree poppers were purchased to enable more volunteers to use them. Warlingham School spent a morning volunteering on Kenley Common as part of a 'community give back' day. Twenty students cleared scrub from around the rifle range, which was done to improve access and visibility to the heritage feature and allow contractors to remove graffiti.

29. The Superintendent, Chief Executive of Natural England and Cabinet member for Croydon Borough Councillor, were interviewed by The Telegraph for a weekend feature article concerning the creation of the South London Downs National Nature Reserve.

30. The South London Downs National Nature Reserve map boards have been installed on all four sites. These are found on the reverse of the wooden information boards.

31. Haymaking is complete across all sites. Bailed hay has been prepared and stored in the Merlewood Estate yard ready for the overwintering cattle. Volunteers assisted with hay-raking on West Wickham Common.

32. An injured male Kestrel was found on Riddlesdown Common and handed, by Rangers, to a wildlife charity. Unfortunately, following a veterinary examination, the bird was euthanised due to a chronic intestinal illness.

Ashtead Common

33. Contractors are still on site removing OPM nests. Most of the high-risk zones have been cleared, but increasingly nests are being found in places where habitat management work is being undertaken. A significant increase in OPM infestation is being recorded. Approximately 1,000 nests have been identified in around 500 trees.

34. Mole Valley District Council postponed a consultation on their Local Plan because of the prospect of a general election and resultant purdah. The Superintendent proposes to comment on the plan when it is released for consultation at a future (yet unspecified) date.

35. Interviews were held for the post of Apprentice Ranger on October 17. The Administrative Assistant for the Division was successful and commences in her new role today (November 18). The apprenticeship will last for 15 months, during which time they will gain a level two qualification in Environmental Conservation with Sparsholt College.

36. Treework Environmental Practice has been commissioned to update the individual management plans for the veteran oak pollards. This work is needed to reflect a changed approach to retrenchment pruning that was introduced locally as a result of observing and analysing the response of the trees on Ashtead Common to cutting. However, national guidance also reflects this altered approach, so the new plans will ensure we stay at the forefront of good practice. It is likely that the plan will form the basis of an application for Countryside Stewardship funding in 2022.

Support Services Team

37. The Support Services Officers at Burnham Beeches and Merlewood Estate Offices both submitted requests for flexible working arrangements (compressed hours). These have been agreed and their hours compressed, as per the requests. Careful consideration and planning has been required to accommodate the new ways of working within the small team.

38. The Administrative Support Officer at Merlewood Estate Office has been successful in their application for the position of Apprentice Assistant Ranger at Ashtead

Common. We wish the new Apprentice good luck in her new career. The vacant post will be recruited as a fixed term contract.

39. The Support Services team at Burnham Beeches have been engaged with the public consultation process for the new Burnham Beeches Management Plan, liaising with suppliers and assisting with the production of the plan. They have also been available on site to answer any questions from visitors.

40. The team has supported the identification of potential ways to meet efficiency and income targets as a result of the Fundamental Review.

Incidents

Burnham Beeches & Stoke Common

41. Incidents in the period included: damage to an area of the Beeches being caused by mountain bikers digging ramps, a formal warning was issued to a visitor whose dog fouled the Beeches, and several reports of fungi picking at Stoke Common have been investigated.

Ashtead Common

42. The team is currently working through actions generated by the Lyme Disease Action Plan that was introduced because three individuals contracted Lyme disease as a result of working on Ashtead Common this summer. An example of this is that all volunteers, staff and contractors now carry a plastic (degradable) card alerting medical professionals to the possibility of Lyme disease if they present with associated symptoms. Colleagues from Occupational Health helped with the wording for these cards.

43. Following an intervention by the Superintendent the British Museum reviewed a recommendation to return three copper alloy vessels to the person that had illegally excavated them from the Earthworks. The British Museum accepted that the wider context of the site, including its charitable status, means that the City has a greater claim over the objects than the finder.

The West Wickham and Coulsdon Commons

44. Two fly tipping incidents occurred on Farthing Downs in September. The first was dumped directly onto the Common and was cleared by a Ranger. The second was dumped on the highway so was cleared by Croydon Council.

45. Three individuals, driving recklessly, on unregistered motorcycles were seen on Coulsdon Common. The vehicles were traveling at speed, churning up ground and

completing circuits of the common. A member of staff approached the individuals but was met with a hostile and abusive reception. The incident was reported to the Metropolitan Police.

Filming, major events and other activities

Burnham Beeches

46. The Beeches hosted numerous external events: including the annual Rotary Club 5k & 10k runs, numerous school visits, Nordic walking & simply walk events and supported activity visit by Cub Scouts from local groups undertaking conservation tasks.

47. Events have included several guided walks and the autumn half term woodland wonders trail.

48. A 2-week long community archaeological investigation of one of the ditch and banks running through the Beeches was organised by the Chilterns Hillforts Project (Heritage Lottery Fund). A total of 451 volunteer hours were spent exposing the original profile of the ditch and bank and looking for any artefacts that might help date it. Staff from across the Open Spaces Department also assisted in the excavation. The bank appears to have been constructed on top of soil brought into the area, which is intriguing. A draft report has been produced with a full version in due course. The investigation was not conclusive, but the bank and ditch feature was much larger than anticipated and may be related to a medieval (deer) park and the nearby moated farmstead rather than the Iron Age hillfort. A very popular public open day was held mid-way through the investigation including demonstrations of copper smelting and flint knapping as well as walks to the excavation. An artist was also in residence during the dig.

Andy Barnard. Superintendent of The Commons
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Committee(s):	Date(s):
Epping Forest & Commons	18/11/2019
Subject: South Bucks District Council Local Plan – Examination in public	**Public**
Report of: Director of Open Spaces	**For Decision**
Report Author: Helen Read	

Summary

South Bucks District Council (SBDC) within which Burnham Beeches is situated, submitted its Local Plan to the Secretary of State on 26 September 2019. Dates for public Hearing Sessions have yet to be published but are anticipated soon. This report seeks your Committee's approval for Officers to attend the Hearing Sessions thereby ensuring that representations on the Local Plan are heard and an appropriate mitigation strategy is adopted that seeks to protect Burnham Beeches.

Recommendation(s)

Members are asked to approve:

- The proposals encompassed in Option A.
- That Officers continue to work with SBDC to create a full and effective Mitigation Strategy.
- That Officers report to your Committee with the outcomes of the Hearing Sessions and the Inspector's findings and main modifications.

Main Report

Background

1. Burnham Beeches falls entirely within the boundary of South Bucks District Council (SBDC), which for the last few years has been in a Joint Service Agreement with the neighbouring Chiltern District Council.
2. Officers have been working closely with SBDC and Natural England (NE) over the development of SBDC's Local Plan. Because of the designation of Burnham Beeches as a Special Area of Conservation (SAC) there are additional legal obligations placed on the Local Authority. The partnership approach has to date:
    a. Sought supporting environmental information such as air quality and visitor demographics to the Local Plan.

b. Held regular meetings, with other key partners such as the Environment Agency.

c. Published (by SBDC) interim planning guidance for developers regarding Burnham Beeches SAC.

d. Increased awareness amongst SBDC officers and ensured that they have the necessary information to determine planning applications relevant to the SAC.

3. The Local Plan covers the 20 years up to 2036, during which period there is a need to meet a target of 15,260 new homes. There are proposals for 5,750 of these to be accommodated in a neighbouring District, leaving 11,000, (763 per year) to be delivered. This excludes opportunistic developments that might significantly increase that number. Further restraints exist in addition to those associated with Burnham Beeches SAC. The majority of the District is Greenbelt, parts are in the Chilterns AONB and other areas are subject to flood risk.

4. The Local Plan was published under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2010 on 7 June 2019. It sought representations from the public and other bodies under Regulation 20, over an 11-week period that concluded on 23 August 2019.

5. The City Corporation submitted comments on the Local Plan as previously approved by the Chairman and Deputy Chairman under delegated authority. A copy of that document is attached as Appendix 1.

6. The Local Plan, as currently published, includes policy DM NP3 relating to Burnham Beeches SAC. This states that:

a. Permission will not be granted for developments resulting in net additional homes within 400m of the Burnham Beeches SAC boundary

b. Development within 10m of a water course flowing into Burnham Beeches will not be permitted

c. Residential developments between 400m and 5.6km from the SAC, that result in a net increase in homes, will be required to demonstrate ‘no adverse impact on the SAC’ and make financial contributions to the Burnham Beeches access management scheme (or provide alternative green space for recreation)

d. Development must contribute to the Burnham Beeches Air Quality Mitigation Scheme

7. Following that public consultation and to reflect the issues arising, SBDC intend to inform the forthcoming examination process by submitting ‘Main Modifications’ (MM) to the plan. There is an expectation that one of the MMs will be the extension of the inner zone (no net increase in additional homes) from 400m to 500m. This is a significant increase in the protected area and supports one of the comments submitted by the City Corporation that has already been published in the new Habitats Regulations Assessment for the plan.

Current Position

8. Following the submission of the Local Plan by SBDC on 26 September 2019, two Inspectors have been appointed to carry out an independent examination into the soundness of the plan. They will hold Hearing Sessions, which are informal debates at which representations regarding the plan can be made. At the end of the examination process, the Inspectors will produce a report that will include precise recommendations. Details of the Hearing Sessions are yet to be given. SBDC have requested that this process proceed quickly because Local Authority restructuring is in process and Buckinghamshire will become a unitary authority from 1 April 2020. Other Districts within the new authority (other than Chiltern which is going forward with SBDC as a joint plan) already have local plans adopted.

9. While officers are supportive of the (as modified) Burnham Beeches policy in the Local Plan, there remains a level of detail that has yet to be finalised. Notably, Officers are still working with SBDC on the mitigation strategy for recreation. Officers have provided a range of options and associated costs on this matter but further clarification is required to determine precisely what developers' contributions will support, how the system would operate and the level of payment.

10. In addition, a contract let by SBDC to carry out air quality modelling to gain an insight into any changes in air pollutants because of actions within the Local Plan has subsequently been discredited due to the choice of data input into the model. It therefore has had to be repeated meaning that it is still not clear if mitigation is required and, if so, what form it will take. It appears that this detail will be finalised in parallel with preparations for the Hearing Sessions and potentially even after they have been completed.

11. Although the timetable for the next steps has not yet been confirmed, Officers remain resolved to ensure the best outcome for Burnham Beeches in the Local Plan. It may yet be possible to clarify the uncertainties regarding the mitigation for recreation pressure and air quality between Officers to the satisfaction of all. However, if this is not possible, or the level of detail has still not been confirmed by the time of the Hearing Sessions, Officers may consider it prudent to attend these sessions and make representations concerning issues relating to submissions made during the plan consultation. At this point it is not clear how much time may be involved.

Options.

Option A – Officers continue to engage with SBDC to resolve details of mitigation strategies and associated issues prior to the Hearing Sessions if possible. Should resolution not be reached or uncertainty exist, Officers (with legal support as deemed necessary) attend hearings as appropriate and make representations according to progress made in the intervening period. **This option is recommended** as it gives greater flexibility in case of new information that may be provided by SBDC.

Option B – to request that officers continue to engage with SBDC but do not attend hearings and leave the Inspector to determine the position from our

written submissions as part of the consultation process alone. **This option is not recommended.**

Proposals

12. It is proposed that **Option A** is pursued so that Officers can react to the situation in the most appropriate manner to clarify and reinforce our representations if necessary, including at the Hearing Sessions should this be necessary.

13. It is proposed that Officers continue to work closely with SBDC and NE to resolve outstanding issues regarding mitigation for recreation pressure and potential mitigation for air quality should this prove to be required once the updated modelling results have been received.

Corporate & Strategic Implications

14. **City of London Corporate Plan 2018 - 2023**: the protection of the Internationally and nationally-important habitats of Burnham Beeches directly underscore the *third pillar* of the Corporate Plan, which is to "**shape outstanding environments**". This *third pillar* of the Corporate Plan is measured by four outcomes. The protection and conservation of the outstanding environment of Burnham Beeches contribute significantly to the achievement of two of these: firstly, *Outcome 11* "We have clean air, land and water and a thriving and sustainable natural environment" and secondly, *Outcome 12* "Our spaces are secure, resilient and well-maintained".

15. **Open Spaces Department Business Plan 2016-19**: The Strategic Vision of this Business plan is to *enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond*. One of the Departments top line objectives is *Open spaces and historic sites are thriving and accessible* and that *Our open spaces, heritage and cultural assets are protected, conserved and enhanced.*

16. **Burnham Beeches Management plan 2010-2020:** The responses on the Local Plan are encompassed in Object 3 of the site management plan under project 3.22 protect protected species and habitats from harm.

Implications

17. **Financial and Legal implications.** Costs associated with staff time and legal representation will be met from Local Risk budgets. These have yet to be fully assessed but are currently anticipated to be relatively low i.e. in the region of £2,000 - £5,000 dependant largely upon the need for any legal representation. This range may change dependent upon the outcome of discussions with SBDC prior to the Hearing Sessions.

Open Spaces Charities

18. Burnham Beeches and Stoke Common is Registered Charity No 232987. Members will note that decisions they take in relation to the relevant charity must be taken in the best interests of that charity.

Conclusion

19. Representations were made on the SBDC Local Plan consultation under delegated authority but the plan as submitted to the Secretary of State currently lacks details of mitigation strategies for recreation and air quality. Recent work has also questioned the level of mitigation required for air quality issues.

20. SBDC are planning to submit Main Modifications to the submitted plan but the scope of these are unclear and will require public consultation.

21. SBDC have requested that the process proceeds as swiftly as possible due to the forthcoming local authority restructuring whereby the County will become Unitary on 1st April 2020 and SBDC will cease to exist.

22. Due to the uncertain and potentially tight time scales, this report seeks your Committee's approval for Officers to attend hearings should details of the mitigation strategies not be resolved to full satisfaction prior to the Hearing Sessions.

Appendices

- Appendix 1: Response to Local Plan consultation – June 2019

Background Papers:

None.

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Appendix 1

City of London (Burnham Beeches) Comments on Draft Local Plan 9 May 2019

Comments on each section are under the headings:

1. ***Positively prepared***

Providing a strategy which, as a minimum, seeks to meet the area's objectively assessed needs; and is informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development
If you do not believe this policy to be positively prepared please explain why

Please specify as precisely and succinctly as possible how you would modify this policy

2. ***Justified***

(An appropriate strategy, taking into account the reasonable alternatives, and based on proportionate evidence)
If you do not believe this policy to be justified please explain why

Please specify as precisely and succinctly as possible how you would modify this policy

3. ***Effective***

(Deliverable over the plan period and based on effective joint working on cross boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground)

If you do not believe this policy to be effective please explain why

Please specify as precisely and succinctly as possible how you would modify this policy

4. ***Consistent with NPPF***

(Enabling the delivery of sustainable development in accordance with the policies in the National Planning Policy Framework)

If you do not believe this policy is consistent with the National Planning Policy Framework Feb 2019 please explain why

Please specify as precisely and succinctly as possible how you would modify this policy

Comments on the plan documents

Policy SP SP1
Sustainable development

Point 1. Positively prepared
Paragraph 3.4.6. The City Corporation is pleased to see the conservation of the green belt having a prominent place in the plan. However, paragraph 6 on page 9 seems to indicate that another review of the green belt is due to be carried out. We understood that there had been a review recently, towards the beginning of the process to produce this plan? Perhaps the wording is slightly ambiguous here.

Paragraph 3.5.7. We support objectives that would strengthen the green belt boundary along the north of Slough.

Paragraph 3.7.6. We support the conclusions of the Appropriate Assessment that mitigation strategies are required to prevent the policies from having an adverse effect on the integrity of Burnham Beeches SAC.

Point 3 Effective
Policy box SP SP1. We would like to see consideration of paragraph 3.8.3 in the final policy to outline where the presumption in favour or sustainable development would not be applied (for example where it is likely to have a significant effect on a site covered by the Habitats Regulations).

Point 4 Consistent with NPPF
Paragraph 3.5.9. The text uses the word 'enable' about biodiversity gain. We understand that it is likely that the idea of biodiversity net gain being required from any development is gaining traction in National Policy with DEFRA consulting on making biodiversity net gain a mandatory element of the English planning system. We would like to see a stronger form of words here and a clear aspiration for biodiversity net gain. This would also be in line with paragraph 4.15 which appears to express this more strongly.

Policy DM DP4
Design – Local heritage assets
Justification
The Townscape Character study 2014 is not mentioned in any of the policies and we are aware that previous Planning Policy Officers put quite a lot of emphasis on this. The designation of woodland roads (for example) is helpful in retaining a rural character to the roads through Burnham Beeches. We appreciate that some areas may now be within the 400m zone around Burnham Beeches but the character of roads can still be altered through 1 for 1 replacements if the new buildings are, for example, extremely large, out of character and result in the felling of trees.

We would like to see clear inclusion of this study in the policy.

Policy DM HP1
Justification
We support the recognition that the creation of local green spaces can have a detrimental impact on biodiversity and support the inclusion of this statement in the plan.

Policy DM DP5 and DP6
Design – climate and low carbon
Justification
While it is encouraging to see climate change and the need for a low carbon economy recognised in the plan, we would expect the Local plan to contain more stringent requirements. For example, that the requirements apply to every new home (not just developments of 10 or more homes) and that a higher figure than 20% of their energy needs to be from renewable or low carbon technologies. The Energy saving Trust has called on developers to build 2050 ready homes (i.e. those with minimal energy use and net carbon emissions) now and point out that this will save money in the long term.

Policy DM NP3
Burnham Beeches

Point 2 Justified
Paragraph 9.3.1. 'Mire' would be a more accurate word to use than 'moor' for parts of Burnham Beeches. Also delete the word 'beetles' (saproxylic invertebrates is sufficient).

Paragraph 9.3.2. We support the inclusion of domestic animals in the final sentence.

Paragraph 9.3.4. '…the spread of disease and importation of non-native species.' would be a better way to express this.

Paragraph 9.3.4 and first paragraph in Policy DM NP3. We support the use of two zones to mitigate for the impact of recreation pressure on Burnham Beeches, an inner zone where planning permission will not be granted for additional homes and an outer one within which developer contributions will be sought for use in mitigating the impacts of visitor pressure within Burnham Beeches. We support the distance of 5.6km for the outer zone but feel that the evidence (as given in the draft version of the report by Footprint Ecology) better supports a 500m inner zone rather than 400m.

In addition, we would like to see more details of how the inner zone will be implemented. For example, we propose the following:

a) It also applies to planning applications to convert business and agricultural premises to housing
b) It also applies to permitted development which does not require a formal planning application and there should be details of how will this be implemented
c) We would like to see no lower limit to the size of the development required to provide mitigation (i.e. no exemption for less than 5 houses)
d) All developments that will increase the number of residents but are not domestic houses (e.g. care homes) to be required to demonstrate non-use of the Beeches in order to entitle them to exemption from mitigation.
e) Larger housing developments that are outside the 5.6km zone are required to complete a HRA and are able to contribute to the mitigation strategy if this indicates that mitigation is required and this is the best option for delivery. The definition of a larger housing development in this context should be agreed in consultation with ourselves and Natural England.

We feel that there is a need for more detail, similar to that given in Policy DM PP2. We support the draft mitigation strategy that we have commented on separately. We will be working closely with SBDC officers to finalise this and currently we are happy with the direction of travel and proposed contents.

Paragraph 9.3.6 and paragraph on air quality in Policy DM NP3.
The City Corporation supports the approach taken by SBDC and is concerned that there are issues regarding air quality and Burnham Beeches. We agree that there is a need for mitigation to deal with this issue. We would like to see more details in the policy about how this issue will be dealt with because this has potential impacts on traffic flow through both Burnham Beeches and Farnham Common. As a consequence there may be a need to take other considerations on board as well as the requirement to reduce traffic in the proximity of the Beeches. This is our area of most concern as, at the time of commenting, there are still no clear plans as to how this will be mitigated. It is important that any mitigation brings about effective change. Soft options such as extra electrical charging points will not be sufficient. In addition, in our experience, options that 'request' that vehicles do not drive along particular routes will not affect sufficient change so there will be a need for hard engineering to resolve this issue (road closures, road narrowing etc.).

The draft plan does not appear to include a map that shows both zones, although one is mentioned within the Policy.

Policy DM NP3, paragraph 2 line 3.
'……..will not give rise to significant adverse effects upon the integrity of the SAC'. Should this include 'in combination' too?

Policy DM NP3, paragraph 2. End of line 4 onwards.
Is this proposing that all developers will need to submit a Habitats Regulations Assessment? If so, it will rely on planning officers to understand the need and requirements.

Policy DM NP3, paragraph 2 (note number 1 is repeated and there is no number 2)
See the comment above regarding demonstrating no adverse impacts on the SAC.

Summary of comments on policy DM NP3
The policy relating to the zone that is between 400m and 5.6km from the Beeches seems to lack clarity. The aspiration appears to be for developer contributions or, in the case of major developments (which are not clearly defined), separate provision of alternative green space. We understand the need to persuade developers that a Habitats Regulations Assessment is required but it is expected that every small developer of one or two houses should produce one? Currently it appears that this is the situation.

Regarding the mitigation for air quality issues we need to see more detail before we are confident that this policy meets the legal requirements.

Implementation of the policy
We have a general comment relating to the planning officers who are dealing with these policies and who also have delegated authority. It is essential that they understand the policies relating to Burnham Beeches. We need to feel that we have confidence in their decisions so that there is no need for us to check planning applications near to Burnham Beeches to ensure that they are complying with the policies.

We would be very willing to be involved in training for SBDC Officers and investigating how this policy can be embedded into the everyday working practice so that detailed training is not necessarily needed for every new member of staff but becomes accepted as the norm. It would also be helpful if Natural England could be involved with this process so that we are all clear what each other's roles are and have confidence in them.

Policy DM NP3, paragraph on hydrology
We agree with the hydrology catchment study and understand that this has all been approved and the guidance note has been produced but it currently lacks clarity and consistency for and by developers. For example:

- Applications are still regularly submitted without SUDS included.
- This policy does not stop people from carrying out 'landscaping' in their gardens and substantially altering the stream as a consequence. Is there any way through the planning system we can give the streams more protection?
- The streams flow underground along much of their length and are not visible on the surface. Does this point need to be added, that just because they are underground does not mean they are exempt?

Mitigation strategies
The draft plan has identified a need for mitigation strategies for both air quality and recreation pressure. It appears that these will not form part of the main plan document. The City Corporation needs to be confident that they will be completed in time to be part of the package documents submitted for the next stage of the plan process for consideration by the Secretary of State.

We would also like to ensure that the Policy DM NP3 becomes active as soon as possible to avoid the potential submission of planning applications to try to 'beat' the implementation of the policy.

Policy DM NP4
Natural – biodiversity and geodiversity
Justification
Paragraph 9.4.3. We are not sure that BOAs are protected sites. They do have protected sites within them however. There is a BOA that covers a large part of the SBDC area and perhaps this needs to be made more of in the plan and a map showing the area included (or cross reference to one published elsewhere).

Policy DM NP4
It would be helpful to have a statement in DM NP4 about supporting the aims of the BOA.

Policy DM NP4, paragraph 1
This para lacks clarity. How will it be determined that a proposal will affect a designated site? Is this up to the developer to determine?

Policy DM NP4, paragraph 1
Net gain should be an aspiration of all development and not just that which will affect designated sites? It would be helpful to encourage the use of a biodiversity calculator to help with this process.

Policy DM NP4, paragraphs 2 and 3.
Much will depend on the knowledge of officers dealing with the planning applications. See also comments elsewhere.

Policy DM NP5
Consistent with NPPF
Paragraph 9.5.3 and DM NP5 paragraph 2
It is good practice to have a policy on trees and woodland. However, the expression 'good quality trees' is problematic. Good quality usually means that they have no damage, no decay and an even crown full of leaves. Very often these trees are not those that have any particular value from a biodiversity point of view. Large girthed trees may be covered, but many trees with a high wildlife value may not be especially big. Those that have good habitat features in them and regularly get categorised in the assessment process by consultants as 'U' tree. In addition, small fruit trees regularly get missed in this system (see below). Could you use the expression 'having a high wildlife value' as well as 'good quality'? NPPF states that 'development resulting in the loss or deterioration of irreplaceable habitats (such as ancient woodland and ancient or veteran trees) should be refused' so it is good practice to include veteran trees.

Policy DM NP5

Fruit trees and orchards should be added to this policy. South Bucks was an important area for the development of fruit tree varieties and there were big areas of orchards and nurseries. It would be good to acknowledge this in the policy. Traditional orchards (i.e. places with 5 or more fruit trees) are covered in National planning documents but regularly get forgotten, it would be good to have them listed. Traditional orchards are listed as a Habitat of Principle Importance in the NERC Act 2006. The protection of orchards locally is important from the heritage point of view as well as biodiversity.

Policy DM NP9 Natural – Reducing the risk of pollution

Justification

Paragraph 9.9.9 and Policy

We strongly support the inclusion of noise and light pollution with regard to wildlife

Policy SP BP9 Building - Beaconsfield

Consistent with NPPF

There is no mention within this policy of the Habitats Regulations requirements in relation to Burnham Beeches. Due to the number of houses built and the proximity to the SAC there is a requirement to ensure no loss of integrity. It is the City Corporation's view that mitigation is required for this development. Provision of alternative green space within the development is a minimum but developer contributions in line with the 5.6km zone recognised in the Burnham Beeches policy should also be considered. Some residents will certainly visit Burnham Beeches despite having 'their own' accessible green space.

Committee(s):	Date(s):
Epping Forest and Commons	18 November 2019
Subject: The Commons, licences, sports, filming and miscellaneous charges	**Public**
Report of: Andy Barnard	**For Decision**
Report Author: Hadyn Robson – Business Manager	

Summary

This report updates Committee on charges for licensed activities, sports and miscellaneous charges in the last full financial year 2018/19.

In 2018/19 the licensed activity raised a total of £6,645.00.

Charges for sports across 2018/19 raised a total of £299.00.

Proposals are presented for a price increase of 2.6% in line with the Retail Price Index figure (August 2019).

Recommendations

Members are asked to:

- Approve the proposed charges for 2020/21 as itemised in Appendix A.
- Approve the additional sentence added to The Commons Events Policy – Part 2, page 12 - '***Some charges will be subject to VAT'***. Appendix B.

Main Report

Background

1. This report concerns activities on The Commons for which there is a charge. The charges made, generally seek to recover expenses incurred by the City of London in administering and enabling the activity and for reinvestment into the management of The Commons in accordance with the City of London financial regulations.
2. In some instances, the use of the open space for siting of equipment or for certain activities requires a licence. Licences are administered through the Superintendent of The Commons and the Head Ranger of the site to ensure there is an equitable and transparent decision-making process for the customer.
3. All activities are regulated with due regard to the Open Spaces Acts of 1878 and 2018 and any other relevant statutory provision.

4. The By-product of land management, and relevant to this report, is timber, processed in different formats. Income received from sales is invested into the management of The Commons.

Current Position

5. Licensing activity on The Commons raised £6,645.00 in 2018/19

6. The income from timber and charcoal for 2018/19 has provided an income totalling £1035.00

7. City of London employees currently pay £27.00 per ton for green cord wood and £105.00 for 3 tons of split logs.

Produce	**Income**
Timber	£ 610.00
Charcoal	£ 425.00

8. Filming charges brought in an income of £55,112.00.

9. Event charges received an income of £250.00-. The Events Policy was introduced following the Epping Forest and Commons Committee meeting dated 19 November 2018, with very few events in the remaining reporting period triggering the Events Policy charging protocols

10. The football season for 2018/19 achieved a total income of £299.00 for pitch hire on Coulsdon Common. A commercial rate for the football pitch has yet to be agreed, as reported in March this year, however, negotiations continue and until then propose to increase the charge by 2.6% for the 2020/21 season.

11. Room hire realised a total income of £769.50

Options

12. Two options, outlined in Appendix A are for Committee's consideration:

    12.1 To increase licence and event fee charges at the Retail Price Index figure of 2.6%, (August 2019). It is proposed to increase licence, sports and events fees and charges for 2020/21 by 2.6% in line with Retail Price Index (RPI) as at August 2019 with rounding to aid cash handling. Consequently, this may represent higher or lower percentage uplifts. **Recommended.**

    12.2 To maintain current levels of charges. This would have the effect of a price cut as inflationary increases would still apply to our own expenses. **Not recommended.**

Proposals

13. To increase licence, event, sport and miscellaneous fee charges at 2.6% in line with RPI (August 2019).

    Additionally, to confirm that some charges will be subject to V.A.T within The Commons Event Policy – Part 2.

Corporate & Strategic Implications

14. The proposals in this report support the Corporate Plan 2018-23:

Contribute to a flourishing society

- People enjoy good health and wellbeing.
- Communities are cohesive and have the facilities they need

Shape outstanding environments

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

The proposals in this report also support the Open Spaces Department Business Plan:

A. Open spaces and historic sites are thriving and accessible.

1. Our spaces are accessible, inclusive and safe

B. Spaces enrich people's lives.

2. People enjoy good health and wellbeing
3. People feel welcome and included

C. Business practices are responsible and sustainable.

4. Our practices are financially, socially and environmentally sustainable

Implications

Financial

15. Increasing the charges by 2.6% will ensure that costs are recovered for the provision of sports facilities, licensing and miscellaneous items for the 2020-21 period and an increased contribution is made to income beyond that point.

Charities

16. Ashtead Common, Burnham Beeches & Stoke Common and West Wickham & Spring Park and Coulsdon Commons are registered charities (numbers 1011510, 232987, 232988 and 232989). Charity Law obliges Members to ensure that the decisions they take in relation to the Charity must be taken in the best interests of the Charity.

Conclusion

17. It is proposed that charges for the sports pitch and miscellaneous items are increased by the amounts shown in Appendix A and still provide value to the customer and continue towards recovering cots for services provided.

Appendices

- Appendix A – Current and proposed charges
- Appendix B – Confirmation of V.A.T charges

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Business Manager

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Appendix A

Commercial / Corporate Events			
Item	**Amount**	**When Payable**	**New fee - 2.6% increase – figures rounded**
Application Fee	£50	On application	**£51**
Deposit (to reserve location and date)	25% of basic hire fee	Invoiced when event has outline approval from The City of London subject to licence approvals. If required licences are not approved and the event does not proceed the deposit is forfeited.	
Damage Deposit (refundable)	£500 or 20% of hire fee whichever is the lesser	Cleared funds to be received at least 3 weeks prior to the first day on site.	**£513 or 20% of hire fee whichever is lesser**
Basic Hire Fee - Minor event (less than 50)	£0- £500 dependent on event type and infrastructure (e.g. serving hot food, charging a fee, including more than one gazebo)	A damage deposit of £100 may be levied to ensure waste is disposed of in the case of events where a charge of less than £100 is made. Charged for catering must be separately licensed and an additional fee is payable unless part of an organised small/large event or otherwise agreed with the City of London	**£0-£513**
Basic Hire Fee - Small event (50-499)	£650 plus 5% of ticket price	Cleared balance of funds to be received at least 3 weeks prior to the first day on site.	**£667 plus 5% of ticket price**
Basic Hire Fee - Medium event (500-4999)	£1950 plus 5% of ticket price	Cleared balance of funds to be received at least 1 month prior to the first day on site.	**£2000 plus 5% of ticket price**
Basic Hire Fee - Large event (greater than 5000)	By negotiation	Cleared balance of funds to be received at least 2 months prior to the first day on site.	
Non – event days (set up and dismantle)	15% of basic fee per day	Payable in conjunction with the basic hire fee.	
Private events (wedding receptions/ party) max 150	£1000	Cleared balance of funds to be received at least 1 month prior to the first day on site.	**£1026**

Charity / Not for Profit Events (see terms and conditions)			
Item	**Amount**	**When Payable**	**New fee - 2.6% increase**
Application Fee	£25	On application	**£25.50**
Deposit (to reserve location and date)	25% of basic hire fee	Invoiced when event has outline approval from The City of London subject to statutory licence approvals. If required licences are not approved and the event does not proceed the deposit is forfeited.	
Damage Deposit (refundable)	£500 or 20% of hire fee whichever is the lesser	Cleared funds to be received at least 3 weeks prior to the first day on site.	**£513 or 20% of hire fee whichever is lesser**
Basic Hire Fee - Minor event (less than 50)	£0- £250 dependent on event type and infrastructure (e.g. serving hot food, charging a fee, including more than one gazebo)	A damage deposit of £100 may be levied to ensure waste is disposed of in the case of events where a charge of less than £100 is made. Charged for catering must be separately licensed and an additional fee is payable unless part of an organised small/large event or otherwise agreed with CoL	**£0-£256.50**
Basic Hire Fee - Small event (50-499)	£325 plus 5% of ticket price	Cleared balance of funds to be received at least 3 weeks prior to the first day on site.	**£333.50 plus 5% of ticket price**
Basic Hire Fee - Medium event (500-4999)	£975 plus 5% of ticket price	Cleared balance of funds to be received at least 1 month prior to the first day on site.	**£1000 plus 5% of ticket price**
Basic Hire Fee - Large event (greater than 5000)	By negotiation	Cleared balance of funds to be received at least 2 months prior to the first day on site.	

Events requiring the use of specific facilities must pay these in addition to the above charges:

Exclusive Hire of car park	Large Medium Small Compounds/ Storage	Prices on application but as a guide £100-£250 per bay per day or £3.00- £20.00 per vehicle where only part bays are required. Costs dependent on type of use/length of use/time of use and day of use, £0.57 per square meter per day. Minimum overall charge of £71.00	**Prices on application but as a guide £102-£256.50 per bay per day or £3.70- £20.50 per vehicle where only part bays are required. Costs dependent on type of use/length of use/time of use and day of use,** **£0.58 per square meter per day. Minimum overall charge of £73**
Water	Use of building water supply or standpipe (limited locations)	£50 per day or metred charge	**£51 per day or metered charge**
Electricity	Use of The City of London supplies (limited locations)	£50 or metered charge	**£51 per day or metered charge**
Specialist ground preparation (in addition to usual cutting regime e.g. ground marking)		On application	
Staffing. City of London will provide staff to the first 2 meetings free of charge. Further attendance at meetings and on-site attendance may be charged, particularly if out of normal working hours.	Ranger Senior Ranger Head Ranger/Manager	From £27 per hour From £34 per hour From £44 per hour Plus, VAT at 20%	**From £28 per hour** **From £35 per hour** **From £45 per hour**

Sports & miscellaneous charges

Item	**2019-20**	**2020-21 – new fee 2.6% increase**
Sports charges		
Coulsdon Common, 1 Football Pitch (for season)	£329.00	£338.00
Miscellaneous Charges		
Sale of split logs, per 3 ton – City of London staff only	£105.00	£108.00
Sale of green cord wood per ton- City of London staff only	£27.00	£28.00
Room hire at Ashtead and Merlewood – per hour	£40.00	£41.00
Room hire at Burnham Beeches	Half day £134.00- £168.00 Full day £267.00 - £333.00 and £4.00 + VAT a head for refreshments	Half day £138.00 - £173.00 Full day £274.00 – £342.00 and £4.11 + VAT a head for refreshments

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Appendix B

Charges for the financial year 2019/2020

We will be able to calculate your event charge when we have received your event application form. The fees and charges shown below are typical of what you can expect to pay. ***Some charges will be subject to VAT.***

Outdoor Events

Events are charged based on the size, number of people attending, and activities planned. Community / not for profit and charity fundraising events will receive a 50% reduction from the commercial event charges. Individual applicants will be treated as Commercial and subject to the same fees. 5% of ticket price is based on maximum numbers applied for.

Commercial / Corporate Events		
Item	**Amount**	**When Payable**
Application Fee	£50	On application
Deposit (to reserve location and date)	25% of basic hire fee	Invoiced when event has outline approval from The City of London subject to licence approvals. If required licences are not approved and the event does not proceed the deposit is forfeited.
Damage Deposit (refundable)	£500 or 20% of hire fee whichever is the lesser	Cleared funds to be received at least 3 weeks prior to the first day on site.
Basic Hire Fee - Minor event (less than 50)	£0- £500 dependent on event type and infrastructure (e.g. serving hot food, charging a fee, including more than one gazebo)	A damage deposit of £100 may be levied to ensure waste is disposed of in the case of events where a charge of less than £100 is made. Charged for catering must be separately licensed and an additional fee is payable unless part of an organised small/large event or otherwise agreed with CoL

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