



Epping Forest & Commons Committee

Date: THURSDAY, 25 JANUARY 2024

Time: 10.00 am

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

Members:

Benjamin Murphy (Chairman)	Andrew McMurtrie (Ex-Officio Member)
Caroline Haines (Deputy Chairman)	David Sales
George Abrahams	Philip Woodhouse
Jaspreet Hodgson	Verderer Michael Chapman DL
Alderman Vincent Keaveny, CBE	Verderer William Kennedy
Gregory Lawrence	Verderer Paul Morris
Alderman Nicholas Lyons	Verderer Nicholas Munday
Alderman and Sheriff Bronek Masojada	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.

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 and non-public summary of the minutes of the previous meeting held on 23 November 2023.

For Decision
(Pages 7 - 14)

4. **MATTERS ARISING**

- a) Action Log (Pages 15 - 24)
Report of the Town Clerk.

Natural Environment

5. **TRIPLE SSSI CONDITIONS SURVEYS**

Interim Executive Director, Environment to be heard.

For Discussion

6. **DIRECTOR & ASSISTANT DIRECTOR UPDATE**

Interim Executive Director, Environment to be heard.

For Discussion

7. ***NATURAL ENVIRONMENT VISION AND STRATEGIES**

Report of the Interim Executive Director, Environment.

For Information
(Pages 25 - 50)

8. **EPPING FOREST AND COMMONS PHYSICAL ACCESS DISCUSSION**

Report of the Executive Director, Environment.
To Follow.

For Information

Epping Forest

9. **LICENCES, AND PRODUCE FEES AND CHARGES FOR 2023/24 (SEF 02/24)**

Report of the Interim Executive Director, Environment.

For Decision
(Pages 51 - 62)

10. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 9 APRIL - DECEMBER) 2023/24**

Report of the Chamberlain.

For Information
(Pages 63 - 94)

The Commons

11. **THE COMMONS: LICENCES, SPORTS, WAYLEAVES AND PRODUCE FEES AND CHARGES FOR 2024/25**

Report of the Interim Executive Director, Environment.

For Decision
(Pages 95 - 106)

12. **RESOLUTION OF THANKS**

Chairman to be heard.

(Pages 107 - 108)

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

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

Part 2 - Non-Public Agenda

15. EXCLUSION OF THE PUBLIC

MOTION: The following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

For Decision

16. NON-PUBLIC MINUTES

To agree the non-public minutes of the previous meeting held on 23 November 2023.

For Decision
(Pages 109 - 110)

17. MATTERS ARISING

a) Action Log (Pages 111 - 114)

Report of the Town Clerk.

18. CARBON REMOVALS (CLIMATE ACTION) PROJECT RESCOPING REAPPROVAL

Joint report of the Interim Executive Director, Environment & Executive Director of Innovation and Growth.

For Decision
(Pages 115 - 124)

19. RENEWABLE ENERGY STORAGE FACILITY (SEF 24/23)

Report of the Interim Executive Director, Environment.

For Decision
(Pages 125 - 168)

20. REQUEST FOR THE PROVISION OF A DEED OF GRANT EASEMENT (SEF 03/24)

Report of the Interim Executive Director, Environment.

For Decision
(Pages 169 - 208)

21. **CLIMATE ACTION STRATEGY UPDATE**

Interim Executive Director, Environment to be heard.

For Discussion
(Pages 209 - 244)

22. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

23. **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 **Thursday, 23 November 2023**

Minutes of the meeting of the Epping Forest & Commons Committee held at
Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 23 November 2023
at 11.00 am

Present

Members:

Jaspreet Hodgson
Gregory Lawrence
Andrew McMurtrie (Ex-Officio Member)
Verderer Michael Chapman DL
Verderer William Kennedy
Verderer Paul Morris
Verderer Nicholas Munday

In Attendance:

Ben Murphy (Chairman)
Caroline Haines (Deputy Chairman)
Deputy Philip Woodhouse

Officers:

Emily Brennan	- Environment Department
Jacqueline Eggleston	- Environment Department
Clem Harcourt	- Chamberlain's Department
Joanne Hill	- Environment Department
Jo Hurst	- Environment Department
Tim Munday	- Environment Department
Bob Roberts	- Environment Department
Blair Stringman	- Town Clerk's Department
Geoff Sinclair	- Environment Department
Paul Thomson	- Environment Department
Tristan Vetta	- Environment Department

1. APOLOGIES

Apologies were received from Alderman Vincent Keaveny.

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

There were no declarations.

3. MINUTES

RESOLVED – That, the public and non-public summary of the minutes of the meeting held on 14 September 2023 be agreed as a correct record.

4. MATTERS ARISING

There were no matters arising.

4.1 **Action Log**

The Committee received a report of the Town Clerk.

The Committee were informed that officers would be given access by the Town Clerk, via SharePoint, to ensure consistency for the action log.

RESOLVED – That, Town Clerk and officers update the actions as appropriate.

5. **EPPING FOREST & COMMONS COMMITTEE TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk concerning its Terms of Reference.

Members discussed the frequency of committee meetings and the need for better coordination with consultative groups. The idea of more frequent or longer meetings was discussed, with mixed opinions from Members. The Superintendent was asked to explore the possibility of local meetings to address specific issues.

RESOLVED – That, the terms of reference of the Epping Forest & Commons Committee, be approved for submission to the Court of Common Council in April, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

6. ***BUSINESS PLAN 2023/24 – PROGRESS REPORT (MID-YEAR, APRIL-SEPTEMBER 2023)**

The Committee received a report of the Interim Executive Director, Environment concerning an update on progress against the Environment Department's high-level Business Plan 2023/24.

The Committee were provided with an update on a summary of progress for the first six months against work streams and performance measures. A Member inquired about the completion of the Countryside Stewardship application for Epping Forest, the Superintendent clarified that an extension had been granted, and the application was on track to be completed by the end of the month.

RESOLVED – That, the report be noted.

7. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 6 APRIL - SEPTEMBER) 2023/24 – EPPING FOREST AND COMMONS**

The Committee received a report of the Chamberlain, concerning an update on the operational finance position as of period 6 (April – September) 2023/24.

Members were provided with a quarterly update on the Committee's local risk position, capital projects, debts, and charitable reserves. Members were informed of additional information on the deficit funding grant, noting how it is calculated based on the net cost for each charity. The Chairman stressed the need for a funding model aligned with the natural environment charities review and the asset review. He also expressed dissatisfaction over the slow progress

in understanding the organisation's assets and ownership structures. The Executive Director, Environment noted that progress was expected with a funding bid for the natural environment charities review in December. A Member raised concerns about income retention in local charities, Officers noted that specific funds are ring-fenced, but generic income may be swept into the central funds. The committee recognised the healthier financial position and the positive impact of recent investments and site visits.

RESOLVED – That, the report be noted.

8. DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES 2024/25

The Committee considered a joint report of the Chamberlain and the Interim Executive Director, Environment concerning approval of the revenue and capital budgets for the Epping Forest and Commons Committee for 2024/25, for subsequent submission to the Finance Committee.

Members were presented with Committee budget estimates for 2024/25 and the revenue and capital budget for 2024-25, which included a 3% uplift for inflation and funding for staff pay awards and additional staffing resources. It was noted that the overall committee budget for 2024-25 was 8.571 million, showing a net increase of 2.043 million. Members acknowledged the challenge of allocating funds strategically, expressing concern about the progress of the asset review, particularly understanding the maintenance costs of Epping Forest Charities and its relationship with buffer land.

RESOLVED – That,

- a) Members approve the Epping Forest proposed revenue budget for 2024/25 for submission to the Finance Committee.
- b) Common Council Members approve The Commons proposed revenue budget for 2024/25 for submission to the Finance Committee.
- c) Members, approve the Committee's capital and supplementary revenue projects budgets for 2024/25 for submission to the Finance Committee; and
- d) Agree that amendments for the 2023/24 and 2024/25 budgets arising from changes to recharges & support services or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Chamberlain in consultation with the Interim Executive Director Environment.

9. A104 ROAD SAFETY SCHEME (SEF 29/23)

The Committee considered a report of the Interim Executive Director, Environment concerning context and updates on proposals for a road safety scheme along the A104 between Buckhurst Hill and the Wake Arms Roundabout.

It was noted that the Committee had previously expressed concerns to Essex County Council about the need for proper consultation and had invited council

representatives to the Epping Forest Consultative Group. Officers provided an update, mentioning ongoing discussions with road safety teams and engineers. The committee was asked to support the draft proposals for the road safety scheme, as outlined in Appendix A, pending Essex Highways considering recent engagement comments and providing detailed drawings.

The committee clarified that the wording in Appendix A had not changed and questions were raised about the council's response to concerns and the impact on cycling lanes. Concerns were also expressed about the scheme's safety, especially for cyclists, pedestrians, and horse riders. Members discussed the need for Essex County Council to address these concerns and suggested rejecting the proposal or deferring it until further details were available.

The committee emphasised the importance of protecting forest verges and urged the council to consider safety measures that align with the committee's views. Officers proposed deferring the report to a later date for more detailed information. Members agreed that rejecting the current proposal did not imply a rejection of the idea of crossings but reflected concerns about the scheme presented.

RESOLVED – That Members, do not endorse the draft proposals contained in Appendix A of the report for a road safety scheme.

10. **NATURAL FLOOD MANAGEMENT AT YARDLEY LANE, EPPING FOREST**

The Committee considered a report of the Interim Executive Director, Environment concerning approval to submit an application for grant funding for, and subsequently deliver, a Natural Flood Management (NFM) project along a small section of a stream in the west of Epping Forest.

RESOLVED – That Members,

- a) Endorse the application for £35,000 - £50,000 funding from the Thames RFCC NFM Fund.
- b) Delegate authority to the Superintendent to enter into all necessary arrangements and agreements to secure the funding and implement the scheme, in consultation with the City Solicitor.

11. ***ASSISTANT DIRECTOR'S UPDATE AUGUST – SEPTEMBER 2023 (SEF 27/23)**

The Committee received a report of the Interim Executive Director, Environment concerning a summary of Epping Forest's activities between August and September 2023.

Members expressed concerns with the state of the forest highlighting safety concerns, including poorly maintained car parks. The Superintendent acknowledged financial challenges and ongoing recruitment efforts to address staffing shortages. Concerns were also raised about the severity of fines for builders tipping waste, leading to a discussion on the limitations imposed by existing tariff schedules. Discussion by Members also touched on efforts to combat fly-tipping through partnerships with enforcement agencies. Members

proposed strategies such as informing magistrates of the financial costs incurred by the forest and launching a media campaign to raise awareness about the challenges faced by Epping Forest.

RESOLVED – That, the report be noted.

12. **REVISED TERMS OF REFERENCE FOR EPPING FOREST CONSULTATIVE GROUP (SEF 23/23)**

The Committee considered a report of the Interim Executive Director, Environment concerning a series of changes to the Terms of Reference are required to reflect recent administrative changes within the City of London.

A Member raised a point about allowing people to bring matters they wish to raise to the Consultative Group for discussion and escalation to the committee. While not explicitly adding it to the terms of reference, the suggestion was deemed feasible through administrative support. A Member suggested a more flexible approach to Consultative Group meetings, especially when issues arise, emphasising the need for the chairman and deputy chairman to attend. The Chairman acknowledged these concerns and highlighted the practical challenges of attendance due to multiple consultative groups.

RESOLVED – That Members, approve the adoption of revised Terms of Reference for the Epping Forest Consultative Group that reflect both the recommendations of the Lisvane Report and the Stakeholder Engagement report adopted by the Committee on 13 July 2023.

13. **PROPOSED INSTALLATION OF DEER ‘EXCLOSURE’ PLOTS (SEF 18/23)**

The Committee considered a report of the Interim Executive Director, Environment concerning approval for the installation of thirty ‘deer’ enclosure’ plots’ across Epping Forest and the Buffer Lands.

In response to a question raised by a Member, officers noted that enclosure plots would aid in monitoring and controlling cattle browsing, providing insights into the different types of browsing between deer and cattle. It was noted that the purpose of these plots was to gather data and understand deer habits better. Members expressed strong support for the initiative. Members were in favour of proceeding with the proposed installation of deer enclosure plots.

RESOLVED – That Members, approve the installation of thirty ‘enclosure’ plots at selected sites across Epping Forest and the Buffer land for £11,000 (+ £2,000 for interpretation panels) and annual maintenance costs of between £500-£1,000 per annum over 5 year.

14. ***EPPING FOREST WILDFIRE PLAN REVIEW 2022 - 2023 (SEF 28/23)**

The Committee received a report of the Interim Executive Director, Environment concerning updates regarding the review of actions being undertaken following Forest wildfires in the summers of 2022 and 2023.

The Superintendent briefly updated the committee, providing an overview of the ongoing survey work and the plan's expected completion next year. Members

noted that the mapping highlighted the concerning trend of wildfires moving further north into more protected areas of the forest. A Member suggested future engagement with local councils to align emergency plans. The Superintendent confirmed plans to engage with local authorities in the emergency planning process.

RESOLVED – That, the report be noted.

15. ***SENIOR OFFICER RECRUITMENT**

The Committee received a report of the Interim Executive Director, Environment concerning the Senior Officer Recruitment Procedure, a Chief Officer should report the resignation/ retirement of a senior officer.

Members noted that the current Superintendent would be retiring, and an interim replacement was being sought for continuity. Members were informed that the permanent position was actively being recruited, with the job description revised to highlight the leadership and management aspects, emphasising the uniqueness and importance of Epping Forest. Officers informed the Committee that the job advert was live on various platforms, and interviews for the interim role were being scheduled. The Natural Environment Director urged Members to promote the opportunity widely for a diverse range of applicants.

The Committee expressed gratitude to Paul Thompson for his 15 years of service and thanked Paul for his significant contributions and wished him well for the future.

RESOLVED – That, the report be noted.

16. ***ASSISTANT DIRECTORS UPDATE AUGUST-SEPTEMBER 2023**

The Committee received a report of the Interim Executive Director, Environment concerning a summary of activities across The Commons between August and September 2023.

The Chairman highlighted the successful launch of a new augmented reality app in Burnham Beeches, praising the collaboration with the Children's Conservation Board. Members commended the initiative and suggested exploring the possibility of an independent website for the corporation. There was an expressed desire to extend similar initiatives to Epping Forest.

RESOLVED – That, the report be noted.

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

There was one question on matters relating to the work of the Committee:

- 1) A Member raised a question about the committee's utilisation of Gift Aid:
 - Concerns were raised about the inability to use Gift Aid for Epping Forest charity. Members expressed the need for simplicity in fundraising.

Officers noted that Gift Aid was under review, and the Committee would be updated on the findings.

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

There was no urgent business.

19. **EXCLUSION OF THE PUBLIC**

RESOLVED – That, the following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

20. **NON-PUBLIC MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 14 September 2023 be agreed as a correct record.

21. **MATTERS ARISING**

There were no matters arising.

21.1 **Action Log**

The Committee received a report of the Town Clerk.

RESOLVED – That, Town Clerk and officers update the actions as appropriate.

22. ***REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk concerning action taken by the Town Clerk in consultation with the Chair and Deputy Chair, in accordance with Standing Order Nos. 41(a) since the last meeting.

RESOLVED – That, the report be noted.

23. **RENEWABLE ENERGY STORAGE FACILITY (SEF 24/23)**

The Committee considered a report of the Interim Executive Director, Environment.

RESOLVED – That, in accordance with Standing Order Nos. 38(1) a vote on the recommendation(s) be recorded by the Town Clerk.

24. ***LAND ACQUISITIONS (SEF 26/23)**

The Committee received a report of the Interim Executive Director, Environment.

RESOLVED – That, the report be noted.

25. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

26. 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.

The meeting ended at 12.47 pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk



Number	Recommendation	Progress Update	Owner	Creation date	Target date
2022-1	<p>Emergency Planning – Fire Risk: Committee requested a report on the learnings from the wildfires which took place in the summer of 2022 and what additional, detective or preventative measures could be taken to mitigate the risk</p> <p>Update (13/11/2023) The Commons: Luckily fires were not an issue in 2022 however as reported on the 12th July 2023 we have revised the fire plan for the only ‘high risk’ site at the Commons in association with Fire brigade.</p>	<p>18 May 2023 - Superintendent to provide an update to the Committee in September 2023</p> <p>7 July 2023 – Consultants Wildfire TacAd commissioned to undertake further evaluation work.</p> <p>12 July 2023 The Commons Staff worked with the local Fire Service Team to revise the emergency Plan for the Stoke Common, the Commons most high-risk site, following the summer of 2022.</p> <p>13 July 2023 EF&CC - Recent launch event took place with the Deputy Chief Fire Officer for London and the Deputy Mayor for Fire Resilience promoting new Smarthose™ fire protection equipment showcased by the London Fire Brigade. This innovative device acts as a fire screen, effectively preventing the spread of wildfires in open spaces. The desire is to incorporate this equipment into the Epping</p>	Paul Thomson / Geoff Sinclair	13 Oct 2022	23 Nov 2023



		<p>Forest Wildfire planning to enhance fire safety measures.</p> <p>14 September 2023 EF&CC – Report due back in November on progress.</p> <p>23 November 2023 – Update Wildfire report provided to Epping Forest and Commons Committee for EF.</p>			
2022-2	<p>Buffer Land: The Superintendent of Epping Forest to provide DMOG with information on the method of counting deer and how assessments are made on deer stock across Epping Forest land.</p>	<p>16 March 2023 – PT apologies for the delay in supplying some data and would arrange for the data to be gathered.</p> <p>18 May 2023 – Update to be provided at the next meeting</p> <p>13 July 2023 – Update to be provided at the next meeting</p> <p>14 September 2023 – Officers to provide update at the next meeting.</p> <p>17 November 2023 – An email update on deer counting methodology was provided to DMOG Members.</p>	Paul Thomson	13 Oct 2022	23 Nov 2023



2022-3	<p>Buffer Land: The Superintendent of Epping Forest to provide DMOG with analysis to understand:</p> <ul style="list-style-type: none"> i) The intended use of agricultural land forming part of the Buffer Lands ii) The extent of the anticipated damage caused by deer iii) The extent to which deer pass from Buffer Lands onto Epping Forest charity land iv) The extent to which adjacent land managers manage the deer population v) The extent to which deer fencing and other physical deer management techniques can protect the Epping Forest charity land, e.g. deer fencing on Copped Hall. 	<p>16 March 2023 – PT apologies for the delay in supplying some data and would arrange for the data to be gathered.</p> <p>13 July 2023 – Update to be provided at the next meeting</p> <p>14 September 2023 – Officers to provide update at the next meeting</p> <p>17 November 2023 – An email update on the five questions was provided to DMOG Members.</p>	Paul Thomson	13 Oct 2022	23 Nov 2023
2022-4	<p>Lodges: Income Generation: Members discussed vacant lodges that required investment. The Executive Director, Environment noted that a structure and aspiration were required for a long-term approach. It was requested that a business case on potential funding be brought back to the Committee regarding the costs of refurbishing lodges.</p>	<p>18 May 2023 – Verbal Update to be provided at the next meeting.</p> <p>13 July 2023 - Verbal Update to be provided at the next meeting.</p> <p>14 September 2023 – Update provided by the Director of Natural Environment at the meeting</p> <p>23 November 2023 – Information shared by Jo Hurst about ongoing work to audit</p>	Bob Roberts	21 Nov 2022	23 Nov 2023



		<p>income generation across different portfolios, including lodges.</p> <p>Emphasis on both long-term goals and short-term opportunities for additional income.</p>			
2023-5	<p>Volunteers: Committee asked Officers to find identify a suitable and consistent framework for recording and measuring the impact volunteers are having on the delivery of management plans for individual charities. Members also requested that thought be given to celebrating and rewarding volunteers.</p>	<p>14 September 2023 – framework to be taken to the Natural Environment Board</p> <p>14 September 2023 - TOM Recruitment is underway for an Engagement & Volunteering Officer at Epping Forest who will help collect key volunteering information for EF.</p> <p>23 November 2023 - Currently in the process of recruiting an engagement and volunteering officer. Role involves managing volunteers and expected to be filled early next year.</p> <p>Discussion about the possibility of existing managers in the Warren taking on volunteer management responsibilities.</p>	Bob Roberts	26 January 2023	23 Nov 2023



		<p>Emphasis on attracting the right people during recruitment to increase team capacity.</p> <p>Recognition of the value of volunteers, stressing the need for dedicated management for an ongoing relationship.</p> <p>Mention of potential delay due to tight schedule and staffing challenges.</p> <p>Plans to recruit additional managers in the Warren to address shortages.</p>			
2023-6	<p>Review of Dog Control Measures – Committee noted that the Commons would bring forward PSPO extension plans, but asked the Superintendent of Epping Forest to consider whether additional action is now required to tighten dog control measures, to include accreditation/ licensing of professional dog walkers, limits on number of dogs per dog walker and updates to byelaws. Hampstead Heath running a pilot study, which will feed into the approach.</p>	<p>18 May 2023 – Verbal update to be provided at June Committee.</p> <p>13 July 2023 – Verbal Update to be provided at the next meeting.</p> <p>14 September 2023 – On-going piece of work to be taken to Hampstead Heath Management Committee, Directors agreed to come back to EF&CC with an update. The</p>	Jacqueline Eggleston	26 January 2023	23 Nov 2023



		current pilot scheme is still being revised and fine-tuned with evaluation planned for late 2024.			
2023-7	<p>Risk Register – Committee asked that officers review the risk register for all relevant charities, ensuring it accurately reflects the most significant risks and aligns with the corporate risk register. This should explicitly include:</p> <ul style="list-style-type: none"> i) the risk of damage to our Iron Age Hillforts ii) iii) iv) the fact that dangerous trees are at the highest rated risk, but Members felt that the health and safety risk rating for staff is not sufficiently reflected in the risks experienced by staff v) future reporting to include explicit reference to the actions which have been closed or extended and detail around actions which are in-flight and funded or pending resource allocation decisions 	<p>A Risk Management Update report will be presented to Committee in January and will include updated risks and actions.</p> <p>A report of protecting Scheduled Ancient Monuments will be brought to January Committee.</p>	Jo Hill/Paul Thomson	14 Sept 2023	23 Nov 2023
2023-9	<p>A104 Road Safety Scheme – Following Actions to be taken</p> <ul style="list-style-type: none"> a. Express concerns to the Cabinet Member for Highways and Transportation at Essex County Council about the lack of consultation regarding a scheme which is being proposed. b. Highlight the need to consider other users who may be affected by the scheme to avoid inadvertently creating additional road safety concerns which are contrary to the Epping Forest Transport Plan. Also recognise the potential 	<p>3 October 2023 – Chairman’s letter covering points a-d sent to Essex County Council Highways Department.</p> <p>19 October 2023 – Essex County Council presentation on A104 Safety Scheme to</p>	Bob Roberts	14 Sept 2023	November 2023



	<p>damage which could be caused to Epping Forest by displacing non-motorised road users.</p> <p>c. Acknowledge that the surveys completed by Essex Highways may meet statutory requirements, but surveying for only 2 days does not adequately recognise the breadth of needs of all stakeholders who would be impacted by the proposed scheme (a number of whom have already contacting the Committee expressing concern).</p> <p>d. In return for the proposed damage to Epping Forest by the introduction of average speed cameras, propose that a revenue sharing agreement is created to support additional safety schemes outlined in the Epping Forest transport strategy.</p>	<p>Epping Forest Consultative Group.</p> <p>23 November 2023 – Further report on Road Safety Scheme brought to EF&CC.</p>			
2023-10	<p>Climate Action Strategy: The Director to provide a briefing for Members on their roles and responsibilities aligned to the Climate Action Strategy, particularly the carbon removals project in Epping Forest Buffer Land. This would include a breakdown of the key statistics from the Arcadia report.</p>	<p>Carbon Removals (Climate Action) Project Rescoping Reapproval Report being presented to 4 December 2023 Natural Environment Board and 18 January 2023 Policy & Resources Committee.</p>	Emily Brennan	14 Sept 2023	Dec 2023
2023-11	<p>Staff Recruitment: that a standing item of each agenda be introduced to provide an update to Committee on the recruitment and retention of staff.</p>		Blair Stringman	14 Sept 2023	23 Nov 2023
2023-13	<p>Target Operating Model Review: The Director to perform a formal review of the Target Operating Model changes in Epping Forest and the Commons in May 2024, which will include engagement with staff, Members and Verderers.</p>		Emily Brennan	14 Sept 2023	May 2024
2023-14	<p>Access Restrictions for Land Rest & Recovery: the Superintendent of Epping Forest to consider the appropriate framework to ‘restrict access’ to areas of Epping Forest to the public to protect them from erosion for set periods, as outlined in the 2020 cycling strategy.</p>	<p>Protections offered by Section 7.1-7.8 of the City of London (Various Powers) Act 1977 allows land (up to 100 acres or</p>	Paul Thomson	14 Sept 2023	23 Nov 2023



		1.6% of the Forest) to be subject to access restrictions for the purposes of regeneration. Once staffing levels are restored Officers will survey and bring forward suitable proposals.			
2023-15	The Warren Battery Storage Facility Introduction: the Superintendent of Epping Forest, in conjunction with City Surveyor, to determine how to celebrate the good news story of the installation of a solar electricity battery storage facility at The Warren	The battery system is installed and awaiting connection to the EF electrical supply system managed by the City Surveyor. The City Surveyor has received quotations for the connection work.	Paul Thomson	14 Sept 2023	23 Nov 2023
2023-16	Education & Learning Cost Allocation: the Director to review the Education & Learning team's cost allocation model, which currently seems to work based on the number of students which the City encourages to visit Epping Forest, resulting in Epping Forest being a victim of its own success.		Emily Brennan	14 Sept 2023	Dec 2023
2023-17	SSSI Condition Surveys: to encourage Natural England to visit Epping Forest and Burnham Beeches to complete an overdue condition survey on each SSSI segment. Update (13/11/2023) The Commons: no progress	14 November 2023 - The Superintendent of Epping Forest wrote to Natural England, the NDPB responsible for SSSI assessment, seeking information on future condition assessments.	Paul Thomson & Geoff Sinclair	14 Sept 2023	Dec 2023
2023-18	Accessibility: the Superintendent of the Commons to identify a solution for the disabled access gate at Burnham Beeches, which is out of use.	Update (13/11/2023) The gate is the process of being replaced and should be in	Geoff Sinclair	14 Sept 2023	23 Nov 2023



		operation by the time of the EF&CC meeting			
2023-19	Digital Enablement: the Superintendent of the Commons to identify a solution to the lack of Wi-Fi at Coulsdon Common, which is also impacting the educational offering on site.	Update: (13/11/2023) no progress	Geoff Sinclair	14 Sept 2023	23 Nov 2023
2023-20	Financial Planning: the Superintendent of the Commons to reflect upon the fact that car parking income is down, and filming income is down, therefore, how will he cut costs or explore income opportunities to balance the budget.	Update: (13/11/2023) 2024/25 budget have been set reflecting the net budget requirements. Income generation is being reviewed and integrated with the Charity review process.	Geoff Sinclair	14 Sept 2023	23 Nov 2023
2023-21	Vacancy Publication: the Chief of Staff to include Members in the weekly email to staff listing all of the staff vacancies published, to help encourage applicants through their networks.		Elizabeth Hannah	14 Sept 2023	23 Nov 2023
2023-22	Corporate Plan and Strategies: Brief discussion on the corporate plan update and strategies for Epping Forest and other areas to be brought to the next committee.		Bob Roberts	23 November 2023	25 January 2024

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Natural Environment

Vision

Open spaces: Rich in diversity, conserving nature, creating memories, enhancing lives.

Mission

To protect and enhance our open spaces across London and the Home Counties, working in partnership to ensure they remain accessible, sustainable and preserved for the benefit of the public.

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Strategy Name: Access and Recreation	Date: 20/11/2023
Lead author: Jacqueline Eggleston	Final version
<p>Introduction and context</p> <p>The Corporation of London manages over 11,000 acres of stunning open spaces including 58,000 ancient trees, six Sites of Special Scientific Interest and three National Nature Reserves. These open spaces deliver a wide range of ‘ecosystem services’ such as timber, food, biodiversity, carbon capture and storage, flood mitigation, air purification, and health and wellbeing benefits. The total economic value of these benefits is estimated to be £30-£40 million per year. The sites capture thousands of tonnes of carbon and attract an estimated 25 million visitors annually.</p> <p>The Natural Environment Division forms part of the City of London Corporation’s Environment Department. We manage nine Charities, through which our open spaces are governed and whose objects reflect our vision. Our management of open spaces and assets supports the role of London as a world-class city. We work with local authorities, statutory and Government agencies, special interest groups, schools, businesses, community groups, residents and people who are not typically represented. By reaching out to these wider communities, we seek to ensure our long-term relevance.</p> <p>The Natural Environment Strategies set out the City of London Corporation’s strategic approach to our managed open spaces, assets and activities. They build upon over 150 years of stewardship of open spaces across London and the South-East. They explain the importance of the natural environment to the achievement of economic, societal and environmental outcomes described in our Corporate Plan 2024-29. They describe why we all need to act now and our proposed approach during the next five years. The Strategies describe our objectives for the natural environment and the measures by which we will assess our performance against those objectives. The Strategies will inform our business plans and management plans and set out how our activities will align with corporate and regional priorities and policies.</p> <p>Purpose</p> <p>Our iconic and exemplary open spaces and heritage assets have provided enjoyment, recreation and well-being to millions of visitors for nearly 150 years. As visitor numbers continue to grow, preserving the fundamental benefits these spaces provide to our communities, alongside protecting and enhancing their environment and biodiversity, is increasingly a challenging balance. This strategy provides key objectives to direct how we can both welcome visitors and continue to protect our special, historic. and biodiverse sites and assets for the future.</p> <p>Key Themes</p> <ol style="list-style-type: none"> 1. Balance the needs of visitors with the requirements of protecting the natural and heritage assets of the open spaces 2. Enable the best possible visitor journey, creating the right information from pre -visit to a stress-free and enjoyable on-site experience 3. Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore 	

4. Build understanding and knowledge about the open spaces. Visitors will respect one another and will care for and advocate for the sites.

Links to Corporate Plan

Outcome 2: The City of London is a **vibrant destination** that attracts international and domestic visitors. Our world leading culture offer means people want to spend time here.

Outcome 3: People are proud of their city and feel like they belong. **Our communities are involved** in co-creating fair and innovative outcomes and we show our appreciation for their contributions.

Outcome 4: People receive good services, live in good quality housing, **can live independent and healthy lives**, and can access life-long learning and jobs.

Outcome 5: The City of London Corporation is a leader in driving the success of London as a whole, through our stewardship of public goods, through our major capital investment into the capital's civic fabric, **and through our protection and enhancement of 11,000 acres of amazing open spaces and our unique and iconic assets.**

Outcome 6: People and businesses understand and follow our example as **leaders in striving for equity**, focusing on economic, social, and **environmental issues in our operations, and protecting our environment for future generations.**

Key themes	Measures
<p>Theme 1: Balance Balance the needs of visitors with the requirements of protecting the natural and heritage assets of the open spaces</p> <p>Theme 1, Objective 1 <i>Manage visitors to protect vulnerable areas</i></p> <p>Theme 1, Objective 2 <i>Plan for increased visitor numbers and improve durability of honeypot locations</i></p>	<p>Measure 1: Spatial masterplans created by 2025 to map wayfinding and visitor facilities to encourage use of most sustainable areas and away from ecologically sensitive locations.</p> <p>Measure 2: Site management plans developed by 2026,</p>

<p>Theme 1, Objective 3 <i>Reduced visitor impact on priority habitats and other important sites through sustainable visitor and mitigation strategies being in place and implemented.</i></p>	<p>and a site-wide approach to physically managing the wear and tear on tracks and paths is articulated in annual site management plans.</p> <p>Measure 3: Annual visitor footfall survey conducted to monitor increase in numbers.</p> <p>Measure 4: Ecological monitoring of visitor impact (various measures)</p>
<p>Theme 2: Excellence Enable the best possible visitor journey, creating the right information from pre-visit to on-site experience in exemplar sites</p> <p>Theme 2, Objective 1 <i>Provide clearly branded and accessible on- site wayfinding, interpretation and information</i></p> <p>Theme 2, Objective 2 <i>Provide easily accessible, clear and exemplary pre visit information through digital platforms</i></p> <p>Theme 2, Objective 3 <i>Provide on site infrastructure and welcome facilities to create exempt class sites that are renowned for the highest quality visitor experience</i></p> <p>Theme 2, Objective 4 <i>Make improvements to both informal and formal recreational facilities</i></p>	<p>Measure 1: On site signage audited annually</p> <p>Measure 2: Standalone website created for each site by 2025</p> <p>Measure 3 Quality Accreditation is achieved</p> <p>Measure 4: 100% of Waymarked trails are audited annually to maintain standards</p>

<p>Theme 3: Equal access Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore</p> <p>Theme 3, Objective 1 <i>Understand gaps in visitor profile</i></p> <p>Theme 3, Objective 2 <i>Work with partners to develop outreach to ensure wider audiences or are aware of and able to access sites</i></p> <p>Theme 3, Objective 3 <i>Ensure that sites have least restrictive access</i></p> <p>Theme 3, Objective 4 <i>Work towards excellence for physical access</i></p>	<p>Measure 1: Visitor profile survey undertaken by 2026</p> <p>Measure 2: Minimum of six outreach activities provided through partnership annually</p> <p>Measure 3: Least restrictive access achieved across whole landholding by 2026</p> <p>Measure 4: Accessibility information provided for every public facility on website by 2025</p>
<p>Theme 4: Inform Build understanding and knowledge about the open spaces. Visitors will respect one another and will care for and advocate for the sites.</p> <p>Theme 4, Objective 1 <i>Information and education about the open spaces' culture, heritage and ecology will be provided through on site interpretation at visitor centres and through all marketing channels to increase understanding</i></p> <p>Theme 4, Objective 2 <i>Respectful use of facilities and sites will be encouraged through engagement and instruction</i></p> <p>Theme 4, Objective 3: <i>Key messages are delivered through layered and targeted campaigns</i></p>	<p>Measure 1: New interpretation panels created each year and websites updated monthly. Newsletters issued monthly.</p> <p>Measure 2: Codes of conduct are promoted on every site</p> <p>Measure 3: Seasonal engagement sessions provided on site (minimum one per season per site)</p>

How will the strategy be implemented?

This strategy will be implemented via Divisional business plans and through other relevant Corporation strategies and plans such as the Sports Strategy. New income generation opportunities will be developed, and external grants will be sought to contribute to the resourcing of activity.

Cross-cutting themes

Income generation and financial sustainability, encouraging visitors to give back through well planned campaigns and fit for purpose mechanisms. Working towards cost neutral recreational provision. Creating new areas of income generation and maximising current income streams. Working in partnership, community engagement and volunteering.

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Natural Environment Division Strategy

Strategy Name: Culture, Heritage and Learning	Date: 20.11.23
Lead authors: Simon Glynn, Rob Shakespeare and Abigail Tinkler	Final version
<p>Introduction and context</p> <p>The Corporation of London manages over 11,000 acres of stunning open spaces including 58,000 ancient trees, six Sites of Special Scientific Interest and three National Nature Reserves. These open spaces deliver a wide range of ‘ecosystem services’ such as timber, food, biodiversity, carbon capture and storage, flood mitigation, air purification, and health and wellbeing benefits. The total economic value of these benefits is estimated to be £30-£40 million per year. The sites capture thousands of tonnes of carbon and attract an estimated 25 million visitors annually.</p> <p>The Natural Environment Division forms part of the City of London Corporation’s Environment Department. We manage nine Charities, through which our open spaces are governed and whose objects reflect our vision. Our management of open spaces and assets supports the role of London as a world-class city. We work with local authorities, statutory and Government agencies, special interest groups, schools, businesses, community groups, residents and people who are not typically represented. By reaching out to these wider communities, we seek to ensure our long-term relevance.</p> <p>The Natural Environment Strategies set out the City of London Corporation’s strategic approach to our managed open spaces, assets and activities. They build upon over 150 years of stewardship of open spaces across London and the South-East. They explain the importance of the natural environment to the achievement of economic, societal and environmental outcomes described in our Corporate Plan 2024-29. They describe why we all need to act now and our proposed approach during the next five years. The Strategies describe our objectives for the natural environment and the measures by which we will assess our performance against those objectives. The Strategies will inform our business plans and management plans and set out how our activities will align with corporate and regional priorities and policies.</p> <p>Purpose</p> <p>The culture, heritage and learning offer within the Natural Environment Division will develop the participation, confidence, connection, opportunity and well-being of, and support from, our priority audiences. We will take care of our assets and ensure that our work is environmentally sustainable.</p> <p>Learning</p> <p>At a time of increasing disconnection from nature, a need to tackle the climate crisis, and a drive to tackle inequalities and enrich people’s lives, our open spaces provide a unique opportunity to enhance peoples’ wellbeing, connect them to nature, develop pro-environmental values, and inspire learning.</p> <p>The Natural Environment Learning Programme develops communities of interest who support our work by providing the following:</p>	

- Opportunities to learn within unique and inspiring open spaces which are accessible to people across and beyond London
- Staff expertise in learning and engagement, with a passion for nature
- A programme of activities which deliver wide-ranging benefits for people including wellbeing, nature connection, confidence, understanding and involvement.

Culture and Heritage

The care, management and promotion of our cultural and heritage offer, including sites, buildings and attractions, requires specific expertise and attention to ensure we fully meet our statutory and legal obligations and follow best practice. In a natural environment setting, this best practice approach needs to be balanced with environmental and ecological best practice.

Many people care deeply about the environment, culture and heritage. We want to utilise this passion through growing opportunities for volunteering, employment and participation in nature, culture and heritage programmes and through visits to our sites and attractions.

We will create a consistent approach to the care, management and promotion of this offer. We will strengthen our communities of interest and support the financial sustainability of our respective Charities and assets.

Key Themes

The themes of this Strategy are:

1. Developing nature connection and pro-environmental behaviours
2. Developing well-being through spending time in nature or through our heritage
3. Providing more opportunities through education and employment
4. Developing greater engagement, confidence and enjoyment
5. Ensuring the effective care, management and promotion of our offer.

Links to Corporate Plan

The Culture, Heritage and Learning Strategy supports 5 of the 6 outcomes in the Corporate Plan 2024-29 (Draft). These are:

- Outcome 1: The City of London is a **vibrant destination that attracts international and domestic visitors. Our world leading culture offer** means people want to spend time here.
- Outcome 2: People are proud of their city and feel like they belong. **Our communities are involved in co-creating fair and innovative outcomes** and we show our appreciation for their contributions.
- Outcome 3: People receive good services, live in good quality housing, **can live independent and healthy lives, and can access outstanding education, life-long learning and jobs.**
- Outcome 4: The City of London Corporation is a leader in driving the success of London as a whole, through our stewardship of public goods, through our major capital investment into the capital’s civic fabric, **and through our protection and enhancement of 11,000 acres of amazing open spaces and our unique and iconic assets.**
- Outcome 5: People and businesses understand and follow our example **as leaders in striving for equity, focusing on economic, social, and environmental issues** in our operations, **and protecting our environment for future generations.**

Key themes

Theme 1: Nature connection and pro-environmental behaviours

Research has shown that the first step in building pro-environmental attitudes and behaviours is to develop nature connection. This connection is developed through participation in memorable experiences outdoors. The implementation of this new strategy will enable us to expand our ‘nature connection’ activities and reach at a time of increasing concern over climate change and biodiversity loss, develop expertise in climate education, and create new opportunities for people to get involved and make a difference.

Theme 1, Objective 1

Deliver learning activities which incorporate the ‘pathways to nature connection’ and which facilitate an increase in participants’ feelings of nature connection.

Theme 1, Objective 2

Develop synergies between NE Learning, CoL Environmental Resilience and CoL Climate Action, and provide opportunities for children and young people to get involved and make a positive contribution to biodiversity and environmental resilience.

Measures

Measure 1:

Percentage of participants’ feeling connected to nature after taking part in a learning session.

Measure 2: Number of environmental resilience projects for children/young people delivered each year

<p>Theme 1, Objective 3 Collaborate with educators and researchers to develop an evidence-informed model of best practice in climate education and apply best practice to the NE learning programme.</p> <p>Theme 1, Objective 4 Adopt sustainable practices, including an aim to achieve net zero, in accordance with Corporation policy and strategies e.g. the Climate Action Strategy.</p>	<p>Measure 3: Number of climate education themes integrated in NE Learning Programmes per year</p> <p>Measure 4: Percentage of our assets and programmes that have an up-to-date audit of their scope 1 and scope 2 emissions</p>
<p>Theme 2: Wellbeing Spending time in nature is beneficial to health and wellbeing, however, there are concerns over inequalities as people in deprived areas face more barriers to accessing nature and heritage. Also, opportunities for children to play in nature are becoming limited, impacting on child development and wellbeing.</p> <p>Theme 2, Objective 1 Engage participants in activities which increase feelings of wellbeing.</p> <p>Theme 2, Objective 2 Provide more opportunities for children to engage in outdoor play.</p> <p>Theme 2, Objective 3 Provide opportunities for adult volunteering as a means to increase wellbeing.</p>	<p>Measure 1: Percentage of participants feel happy or very happy after taking part in our activities</p> <p>Measure 2: Number of children and young people taking part in our play programme.</p> <p>Measure 3: Percentage of our volunteers who rate their experience as positive or very positive</p>
<p>Theme 3: Opportunities in education and employment There is an increasing attainment gap between disadvantaged school students and their peers. Adversely affected groups include children living in poverty, children with special educational needs and disabilities (SEND), young carers and young refugees.</p> <p>Theme 3, Objective 1 Engage participants from London boroughs with high levels of deprivation and child poverty.</p>	<p>Measure 1: Number of learning programme participants from the 15 London boroughs rated highest for child poverty.</p>

<p>Theme 3, Objective 2 Provide bespoke learning opportunities for young people struggling with education, employment or mental health.</p> <p>Theme 3, Objective 3 Provide bespoke learning sessions for children and young people with additional needs.</p> <p>Theme 3, Objective 4 Provide opportunities for apprenticeships and traineeships leading to skills and career development.</p>	<p>Measure 2: Number of participants taking part in bespoke learning programmes for young people struggling with education, employment or mental health</p> <p>Measure 3: Number of bespoke programmes for children and young people with additional needs each year.</p> <p>Measure 4: Percentage of our culture, heritage and learning workforce who are apprentices or trainees.</p>
<p>Theme 4: Engagement, confidence and enjoyment Many of our sites, attractions and programmes can only be delivered in partnership with others. Partnerships also improve our outcomes and help develop our communities of interest. Through engaging people in our activities which build confidence through supported challenges in a safe environment, we can help participants feel confident to explore and enjoy our spaces.</p> <p>Theme 4, Objective 1 Engage participants in our learning, heritage and cultural activities which provide opportunities to explore, enjoy and feel safe in our spaces.</p> <p>Theme 4, Objective 2 Provide activities which enable participants to build confidence to explore green spaces.</p> <p>Theme 4, Objective 3 Develop strategic partnerships with organisations that help to deliver our culture, heritage and learning offer.</p>	<p>Measure 1: Number of people who participate in our programmes.</p> <p>Measure 2: Percentage of participants who feel confident or very confident to explore our spaces and sites after taking part.</p> <p>Measure 3: Number of annual programmes delivered in partnership with others.</p>

<p>Theme 4, Objective 4 Ensure that our programming to build participants’ fusion skills and confidence is informed by our communities of interest.</p> <p>Theme 4, Objective 5 Develop our communities of interest that participate in, advocate for, and support, our natural environment and heritage charities and assets.</p>	<p>Measure 4: Number of annual programmes co-created with the community with a focus on skills development/ Adherence to community engagement toolkit.</p> <p>Measure 5: Percentage of our heritage assets with an active social media account, website and supporter list.</p>
<p>Theme 5: Care, management and promotion We are responsible for the stewardship of our heritage buildings and attractions, landscape heritage and archaeological assets and will create a consistent approach to the care, management and promotion of these assets.</p> <p>Theme 5, Objective 1 Conserve and enhance our heritage assets in accordance with statutory requirements, sector guidance and best practice.</p> <p>Theme 5, Objective 2 Ensure a consistent approach to the management and promotion of our heritage assets.</p> <p>Theme 5, Objective 3 Ensure our cultural programming is both informed by, and representative of, our diverse communities of interest.</p>	<p>Measure 1: Percentage of our heritage assets with an up-to-date inspection regime and management plan in place.</p> <p>Measure 2: Percentage of our heritage assets with a business and marketing plan in place.</p> <p>Measure 3: Number of annual programmes with a focus on engaging under-represented communities/ adherence to community engagement toolkit.</p>

How will the strategy be implemented?

Through business and activity plans, marketing plans, conservation management plans and associated programmes of work.

Cross-cutting themes

- Across the Natural Environment Strategies: Community engagement, nature resilience, access and recreation, culture, heritage and learning.
- Within this Culture, Heritage and Learning Strategy: Nature connection and pro-environmental behaviour, wellbeing, opportunities in education and employment, engagement, confidence and enjoyment, care, management and promotion.

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Natural Environment Division Strategy

Strategy Name: Nature Conservation and Resilience	Date: 20/11/2023
Lead authors: Geoff Sinclair and Paul Thomson	Final Version
<p>Introduction and context</p> <p>The Corporation of London manages over 11,000 acres of stunning open spaces including 58,000 ancient trees, six Sites of Special Scientific Interest and three National Nature Reserves. These irreplaceable open spaces deliver a wide range of ‘ecosystem services’ such as timber, food, biodiversity, carbon capture and storage, flood mitigation, air purification, and health and wellbeing benefits. The total economic value of these benefits is estimated at £30-£40 million per year. The sites capture thousands of tonnes of carbon and attract an estimated 25 million visitors annually.</p> <p>The Natural Environment Division forms part of the City of London Corporation’s Environment Department. We manage nine Charities, through which our open spaces are governed and whose objects reflect our vision. Our management of open spaces and assets supports the role of London as a world-class city. We work with local authorities, statutory and government agencies, special interest groups, schools, businesses, community groups, residents and people who are not typically represented. By reaching out to these wider communities, we seek to ensure our long-term relevance.</p> <p>The Natural Environment Strategies set out the City of London Corporation’s strategic approach to our managed open spaces, assets, and activities. They build upon over 150 years of stewardship of open spaces across London and the South-East. They explain the importance of the natural environment to the achievement of economic, societal, and environmental outcomes described in our Corporate Plan 2024-29. They describe why we all need to act now and our proposed approach during the next five years. The Strategies describe our objectives for the natural environment and the measures by which we will assess our performance against objectives. The Strategies will inform our business plans and management plans and set out how our activities will align with corporate and regional priorities and policies.</p> <p>Purpose</p> <p>We will protect and enhance the special biodiversity and habitats of our open spaces, securing their resilience through a time of significant change and providing the evidence of the impact of the actions we take.</p> <p>Key Themes</p> <p>The Nature Conservation and Resilience Strategy has three key themes informing our work to deliver the City of London Corporation’s response to the biodiversity and climate crises through its open spaces:</p> <p>Biodiversity: To protect and enhance the biodiversity of our open spaces</p>	

Resilience and Adaptation: To increase the resilience of our open spaces within a wider, interconnected natural landscape

Evidence: To establish a natural capital based management approach across our open spaces

Links to Corporate Plan

The Nature Conservation and Resilience Strategy support three of the six outcomes in the Corporate Plan 2024-29 (Draft). These are:

- People of all ages and backgrounds are proud of their city and feel they belong. Communities are involved co-creating fair and innovative outcomes and we show our appreciation for their contributions.
- The City of London Corporation is a leader in driving the success of London as a whole, through our stewardship of public goods, through our major capital investment into the capital’s civic fabric, and through our protection and enhancement of 11,000 acres of amazing open spaces and our unique and iconic assets.
- People and businesses understand and follow our example as leaders in striving for equity, focussing on economic, social and environmental principles in our operations and protecting our environment for future generations.

Key themes

Measures

Theme 1: To protect and enhance the biodiversity of our open spaces

Measure 1:
Management plans in

<p>Theme 1, Objective 1: Management plans are in place to ensure that their biodiversity and natural assets are conserved, engaged with stakeholders, and are implemented</p> <p>Theme 1, Objective 2: SSSI condition improvement and Species Recovery plans are in place for all our sites</p> <p>Theme 1, Objective 3: Species records and other biological data are regularly gathered and professionally managed</p> <p>Theme 1, Objective 4: Community support and engagement in the conservation of our open spaces is increased</p>	<p>place for all sites with annual reporting on progress</p> <p>Measure 2: SSSI improvement and species recovery plans in place for key habitats and species</p> <p>Measure 3: A central NED repository for biological reports is established</p> <p>Measure 4: Biological survey records uploaded onto national recording databases within 12 months of collection.</p> <p>Measure 5: Volunteer involvement in biodiversity monitoring and habitat restoration</p>
<p>Theme 2: To increase the resilience of our open spaces within a wider, interconnected natural landscape</p> <p>Theme 2, Objective 1: Greater and more effective engagement with the planning system to influence the protection of our open spaces in the most relevant way</p> <p>Theme 2, Objective 2: Landscape connectivity around our open spaces is enhanced through collaboration with other organisations and stakeholders</p> <p>Theme 2, Objective 3: Reduced visitor impact on priority habitats and other important sites through sustainable visitor and mitigation strategies being in place and implemented</p> <p>Theme 2, Objective 4: Damaging introduced species monitored and kept under control</p> <p>Theme 2, Objective 5: Climate resilience plans prepared for each open space</p>	<p>Measure 1: Percentage of Local Authority plan consultations responded to</p> <p>Measure 2: Participation in landscape partnership initiatives</p> <p>Measure 3: Ecological monitoring of visitor impact (various measures)</p> <p>Measure 4: Damaging Introduced Species policy prepared and implemented</p> <p>Measure 5: Climate resilience plans completed</p>
<p>Theme 3: Establish a natural capital based management process across our open spaces.</p> <p>Theme 3, Objective 1: Baseline natural capital valuation for NED undertaken</p>	<p>Measure 1: Natural capital assessment completed for the open spaces</p> <p>Measure 2: TBC- Monitoring measure</p>

<p>Theme 3, Objective 2: <i>Natural capital monitoring and reporting system established</i></p> <p>Theme 3, Objective 3: <i>The City of London Corporation's Climate Action Strategy goals are met for the open spaces</i></p>	<p>will be developed from the baseline assessment</p> <p>Measure 3: ktCO2e removed each year from NE open spaces</p>
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How will the strategy be implemented?
This strategy will be implemented via Divisional business plans and through other relevant Corporation strategies and plans e.g. the Climate Action Strategy. New income generation opportunities will be developed, and external grants will be sought to contribute to the resourcing of activity.

Cross-cutting themes
Working in partnership with external organisations and landowners, encouraging visitors to give back through well planned campaigns, climate action, tackling the biodiversity crisis, income generation.

Natural Environment Division Strategy

Strategy Name: Community Engagement	Date: 20 Nov 2023
Lead author: Bill LoSasso	Final version
<p>Introduction and context</p> <p>The City of London Corporation manages over 11,000 acres of stunning open spaces including 58,000 ancient trees, six Sites of Special Scientific Interest and three National Nature Reserves. These open spaces deliver a wide range of ‘ecosystem services’ such as timber, food, biodiversity, carbon capture and storage, flood mitigation, air purification, and health and wellbeing benefits. The total economic value of these benefits is estimated to be £30-£40 million per year. The sites capture thousands of tonnes of carbon and attract an estimated 25 million visitors annually.</p> <p>The Natural Environment Division forms part of the City of London Corporation’s Environment Department. We manage nine Charities, through which our open spaces are governed and whose objects reflect our vision. Our management of open spaces and assets supports the role of London as a world-class city. We work with local authorities, statutory and Government agencies, special interest groups, schools, businesses, community groups, residents and people who are not typically represented. By reaching out to these wider communities, we seek to ensure our long-term relevance.</p> <p>The Natural Environment Strategies set out the City of London Corporation’s strategic approach to our managed open spaces, assets and activities. They build upon over 150 years of stewardship of open spaces across London and the South-East. They explain the importance of the natural environment to the achievement of economic, societal and environmental outcomes described in our Corporate Plan 2024-29. They describe why we all need to act now and our proposed approach during the next five years. The Strategies describe our objectives for the natural environment and the measures by which we will assess our performance against those objectives. The Strategies will inform our business plans and management plans and set out how our activities will align with corporate and regional priorities and policies.</p> <p>Purpose</p> <p>As stewards of the environment and public open spaces, our success in community engagement is a measurement of our success in our public service, charitable, and stewardship obligations. We define our obligation as ‘active participation of residents and communities in decisions that affect their lives.’ The purpose of this strategy is to ensure that those we serve are actively and appropriately welcomed into our work and public spaces, leading to improved ways of working and service delivery.</p> <p>Importantly, community engagement is both an end and a means to an end. It is something we do in furtherance of our commitment to good governance, but also is a means to succeeding in delivering our other strategies and achieving our other goals.</p> <p>Key Themes</p> <p>Five identified strategic themes are:</p> <ol style="list-style-type: none"> 1. Partnership: Creating meaningful and lasting partnerships 	

2. Removing barriers: Identifying and removing barriers to participation in our spaces and work
3. Ownership: Cultivating a sense of deep pride in and attachment to our spaces amongst users
4. Thriving spaces: Creating spaces that attract people and improve their lives
5. Knowledge exchange: Continuous transfer of information between the Corporation and its customers

Links to Corporate Plan

Community engagement is a prevailing concept in the new 2024-29 Corporate Plan. The Community Engagement Strategy furthers all four themes in this Corporate Plan, which are shared below:

- **Your City:** If you call the city home, your place of work, where you learn, or the place to visit, we provide you with outstanding public services. We are focused on meeting your needs with services that are accessible and deliver value through health and wellbeing, education, social mobility and inclusion. We are a world class organisation, ensuring all who work for the City Corporation are capable, efficient, and meeting customer needs.
- **Competitive City:** We are the leading global centre of choice for financial and professional services, and the home of innovation, skills, and green finance, sustaining the UK's dominance in the global market.
- **Vibrant City:** We are the best cultural hub in London for welcoming and nurturing innovative and creative talent. We inspire pride in our heritage and respect for our traditions. Our Vibrant City is a place where people want to spend time, enjoy, value and remember.
- **Sustainable City:** We are a leader in Net Zero, acting on climate change and protecting our city for generations to come. We maintain beautiful parks, green spaces, streets and riversides, enabling our natural environment and all who use it to thrive.

Specifically, the themes in the proposed community engagement strategy further all four themes in the new Corporate Plan, with commonalities and interdependency of stated themes, as summarised in the table below:

	Your City	Competitive City	Vibrant City	Sustainable City
Partnership	Commitment to “engagement” and “meeting needs”			Furthering ambitious environmental policy and maintaining natural assets through commitment to partnership building
Removing barriers	Value through “social mobility, accessibility and inclusion”	Being a global “centre of choice”	“Welcoming and nurturing” talent	Furthering ambitious environmental policy and maintaining natural assets through commitment to expanding participation in delivery
Ownership	“Your” city as a home, literally and figuratively	Being the “home” of innovation, green finance, etc	Inspiring pride and respect for tradition	Furthering ambitious environmental policy and maintaining natural assets through commitment to fostering pride in success
Thriving spaces		Market “dominance”	Being a “hub” and place where people “want to spent time”	Furthering ambitious environmental policy and maintaining natural assets through commitment to delivering related societal benefits
Knowledge transfer	“Accessible” services	Extending dominance into “global market”		Furthering ambitious environmental policy and maintaining natural assets through commitment to sharing what we learn and do

Community engagement will indeed be both an **end** and a **means to an end** in the Corporation’s future success.

Key themes	Measures
Theme 1: Partnership Theme 1, Objective 1: <i>Build and sustain meaningful and lasting partnerships with the communities we serve</i>	Measures 1 and 2: Community Engagement Toolkit. Development of a Community Engagement Toolkit that

<p>Theme 1, Objective 2: <i>Implement a holistic approach to community engagement that encourages active participation</i></p> <p>Theme 1, Objective 3: <i>Cultivate and support successful partner organisations that support us in mission delivery</i></p>	<p>provides guidance on best practice engagement in a variety of circumstances and contexts. (Complete by 31 March 2025.)</p> <p>Measure 2: Delivery of value-added activities in NE spaces Number of partnership organisations that are delivering approved value-added activities in NE spaces.</p>
<p>Theme 2: Removing barriers</p> <p>Theme 2, Objective 1: <i>Ensure diverse and representative participation in our work and spaces</i></p> <p>Theme 2, Objective 2: <i>Create physical spaces that are as accessible as possible to as many people as possible</i></p> <p>Theme 2, Objective 3: Engage in continuous self-reflection to identify opportunities for continuous improvement</p>	<p>Measure 1: Community Engagement Toolkit. Development of a Community Engagement Toolkit that provides guidance on best practice engagement in a variety of circumstances and contexts. (Complete by 31 March 2025.)</p> <p>Measure 2: Self audit Initial self-audit of access challenges and opportunities at each NE space, with relevant participating partners, updated annually.</p> <p>Measure 3: Self audit Initial self-audit of access challenges and opportunities at each NE space, with relevant participating partners, updated annually.</p>
<p>Theme 3: Ownership</p> <p>Theme 3, Objective 1: <i>Facilitate a deep sense of pride in and attachment to our open spaces among user groups and communities</i></p>	<p>Measure 1: Volunteer programme Participation in, as measured by hours given, number of participants, and funds secured</p> <p>Fundraising programme</p>

<p>Theme 3, Objective 2: <i>Create opportunities for user groups and communities to provide additional resource to the Corporation to support mission delivery</i></p>	<p>Donations across NE and at each space</p> <p>Measure 2: Volunteer programme Participation in, as measured by hours given, number of participants, and funds secured</p> <p>Fundraising programme Donations across NE and at each space</p>
<p>Theme 4: Thriving spaces</p> <p>Theme 4, Objective 1: <i>Improve health and wellbeing through our open spaces through successful and effective community engagement</i></p> <p>Theme 4, Objective 2: <i>Deliver well-managed spaces that are widely understood as destinations for improved health and wellbeing</i></p> <p>Theme 4, Objective 3 : <i>Provide a diverse mix of opportunities for enrichment at our open spaces</i></p> <p>Theme 4, Objective 4: <i>Create spaces where formative experiences occur</i></p>	<p>Measures 1 and 2: Communications Create a communications plan that promotes the health and wellbeing improvement opportunities at City of London Corporation open spaces.</p> <p>Measure 3: Portfolio of enrichment opportunities available at each space Agree and track categories of enrichment opportunities available at each space, eg, active recreation, passive recreation, forest bathing learning, etc.</p> <p>Measure 4: Number of activities intended to engage people in experiences for the first time</p>
<p>Theme 5: Knowledge transfer</p> <p>Theme 5, Objective 1: <i>Ensure easy access to information about the Corporation, its open spaces, and our management practices</i></p> <p>Theme 5, Objective 2: <i>Catalyse improved behaviours in our spaces where needed</i></p>	<p>Measure 1: Information audit Audit availability of digital and physical information from COL-managed information resources.</p> <p>Measures 2 and 3: Communications</p>

Theme 5, Objective 3:

Ensure greater understanding among members of the public of the Corporation's efforts to preserve and care for our spaces

Theme 5, Objective 4

Improve service delivery by the Corporation at its open spaces through information exchange

Create a communications plan that promotes positive and encouraged behaviours in City of London Corporation open spaces, and provides clear information on the resources the Corporation commits to its open spaces.

How will the strategy be implemented?

The Natural Environment Division will implement the Community Engagement Strategy through:

- High-level Departmental Business Plans
- Divisional Business Plans
- Sub-divisional business plans
- Environment Board strategies
- Space-specific management strategies (eg, Hampstead Heath Management Strategy)
- Other relevant plans and strategies across the Corporation
- Day-to-day practices and culture of our organisation
- The communities we engage, since if we are successful we will be cultivating new relationships and partnerships.

With a strong mandate from the Corporate Plan, we will have clear direction and a solid foundation of support – and expectation – upon which success will be built.

Community engagement will indeed be both an **end** and a **means to an end** in the Corporation's future success across the full universe of communities with which we engage – public, private, professional, voluntary, residential, business, etc.

Cross-cutting themes

- Community engagement: All strategies rely upon some sort of community engagement to success
- Partnership: Working with others in meaningful ways to maximise results
- Balance: Striking a balance between engagement of people and protection of sensitive spaces
- Resourcing: To succeed, all strategies must have sufficient resourcing.

Committee(s): Epping Forest and Commons – For decision	Dated: 25/01/2024
Subject: Licences, and produce fees and charges for 2023/24 (SEF 02/24)	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3,4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£ N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts Interim Director of Environment	For Decision
Report author: Brian Pallett, Epping Forest	

Summary

This report makes proposals for the setting of fees and charges for activities in Epping Forest for the forthcoming financial year of 2024/25.

This report also updates your Committee on the performance of charges levied for licensed activities, produce sales, formal sports, and car park charges in the last full financial year 2022/23.

In 2022/23 the licensing of activities and product sales on Forest Land raised a total of £545,219

Car park charges raised a total of £408,271 net. There is no proposal to increase car park charging in this report.

Charges for formal sports across 2022/23 raised a total of £483,091 with Association Football and Golf earnings income totalling £46,239 and £436,852 respectively.

All income from produce, licences and charges is fully reinvested in the management of Epping Forest with all income credited to the charity’s local risk budget.

Proposals are presented for a price increase of 6.1% for the financial year 2024/25, based on the RPI for the month of October (2023) as has been the basis for uplifts in previous years.

Recommendation

Members are asked to:

- Note the income generated in 2022/23 from charged activities in Epping Forest and

- Agree the proposed licence fees for 2024/25 as itemised in Appendix 2.
- To delegate powers to the Superintendent to on occasion make minor variation to these fees in respect of filming and other licensing where appropriate depending on scale and impact upon the Forest, the public and location, in order to secure reasonable financial return to the Charity.

Main Report

Background

1. This report encompasses several different activities on Forest Land for which a charge is levied. The charges are 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 under the Open Spaces Event Policy parts one and two.
3. 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.
4. 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.
5. 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

6. Licensing activity on Forest Land and produce raised £545,219, in 2022/23 as detailed in Appendix 1.
7. In addition, car park charges raised a total of £408,271 net of commission.
8. A total of £1,457,412 was generated through charging in 2022/23.
9. A review in to football charges is currently taking place and potential changes to football charges will be brought before your committee in March 2024.

Options

10. Option 1 – To increase licence, sports and produce charges at figure of 6.1% as detailed in Appendix 2. It is proposed that the licence fee for horse riding also be increased by 6.1%. The RPI figure is the maximum permitted under

the Additional Byelaws for the Regulation of Horse Riding. Agree to delegate powers to the Superintendent to on occasion make minor variation to these fees in respect of filming and other licensing where appropriate depending on scale and impact upon the Forest, the public and location, in order to secure reasonable financial return to the Charity. **This is recommended.**

11. Option 2 - To keep charges as they are. This would be in effect a real terms price cut whilst inflationary increases would still apply to our own expenses. This effective reduction in income would need to be absorbed by Epping Forest's local risk budget. **This is not recommended.**

Proposals

12. Proposed charges for 2024/25 are itemised in detail in Appendix 2. The list of charges has been made as complete as possible to ensure all areas of charging are included. When setting fees and charges, officers in the natural environment charities considered the following. Upon your Committee's approval these charges will be published on the City Of London's website and be available by hardcopy from the Epping Forest Offices.

- The RPI rate is normally used to set the increase percentage. Given current inflationary levels and cost of living, a figure of 6.1% has been settled on across Epping Forest and the Commons charities based on the October RPI figure published by the Office for National Statistics.
- The benchmarking of the charges and quality of provision is with those of neighbouring facilities, which in many instances are our competitors.
- Charges are made as far as possible to attain full cost recovery, recognising that staffing, equipment, and material costs may have increased greater than 6.1% in some cases.

13. Car parking charges on Epping Forest will not increase this year and will remain the same based on benchmarking figures when first introduced. Any future uplifting on charges will be considered periodically due to the cost of implementing changes to signage in the car parks showing details of charge and other associated communications and timeframes required.

14. The placing of skips on Forest land mainly on or adjacent to wayleaves or frontages is proposed to be ceased. The justification for this is that it is an essentially inappropriate use of Forest land, not provided for within governing legislation, but also to eliminate the associated risk of fire, pollution incidents, tree root compaction and tree damage incidents where skips are stored. Charges for skip use was previously £116.00 per week.

15. Fees for fairgrounds and circuses have been added to Appendix 2 for clarity.

16. Delegate powers to the Superintendent to on occasion make minor variation to these fees in respect of filming and other licensing where appropriate

depending on scale and impact upon the Forest, the public and location, in order to secure reasonable financial return to the Charity.

Key Data

17. Licensing activity on Forest Land raised £493,324 in 2022/23.
18. Charges for formal sports across 2022/23 raised a total of £483,090 gross. Of this, the golf course made a net profit of £185,659 on its local risk budget.
19. Car parking charges raised £ 408,271 net of commission.

Corporate & Strategic Implications

Strategic implications

20. These charges support the Corporate Plan Policy aims and priorities.
 - Contribute to a flourishing society
 - Support a thriving economy.
 - Shape outstanding environments

Financial implications

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. The Duty to recover costs must be subject to any other overriding statutory provision.
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 Implications

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.
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.
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.

Property Implications

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.
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 Implications

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.

Resource Implications

33. Fees and charges, with the exception of football which remains subsidised, reflect the whole cost to the charity and seek to as a minimum whole cost recovery.

Risk Implications

34. The alteration of the charging structure for compounds and trenching will in some cases be a significant additional cost to, in the main, utility providers. However, the charges reflect the true cost to the charity of work done on the land by private commercial utility companies.

Equalities Implications

35. Charitable and not for profit organisations receive a 50% discount on most fees and charges. This allows smaller and large charitable organisations and community groups to use the Forest at a lower cost whilst still meeting the core costs to the Epping Forest charity from the impact of that activity.
36. Providing consistency in charging and decision making through the licencing of activities provides equality of opportunity to individuals and groups applying to use the Forest.

Climate implications

37. Licences seek to control the number, location and suitability of activities in Epping Forest to protect its environment. Sustainability criteria is included in heads of terms for larger events.

Security implications

38. Licences ensure that activities held on Epping Forest land comply with all health, safety and other relevant legislation and enables basic due diligence to be undertaken on the licensee.

39. The Open Spaces Events Policy does not allow:

- i. Events which could be damaging to community relations
- ii. Events associated with extremist organisations or proscribed organisations
- iii. Events which are considered discriminatory or offensive
- iv. Illegal activities

Conclusion

43. Epping Forest continues to provide excellent value for money recreational opportunities. The charging proposals ensure that as a charity where possible our expenses incurred due to third party use of our land are recouped and reinvested into the maintenance of the Forest and that activities can be checked to ensure relevant safety and legislative measures are met.

Appendices

Appendix 1 – Income generated 2022/23

Appendix 2 – Proposed charges 2024/25, with 2023/24 figures alongside for reference.

Brian Pallett

Licensing and Wayleave Officer

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Appendix 1

Income generated in 2022/23

Produce		Income 2022/23	Income 2021/22	
Venison		£4,718	£ 7,224	
Beef		£45,023	£ 9,871	
Wood		£2,154	£11,301	
Total		£51,895	£28,396	
Licences		Income 2022/23	<i>(income total in 2021/22)</i>	
Horse Riding		£9,725	£6,944	
Regulatory licences		£196,683	£262,256	
Fairs and circuses		£48,159	£17,456	
Filming and photo shoots		£238,757	£130,116	
Total		£493,324	£416,772	
Sports		Income	<i>(income total in 2021/22)</i>	Net profit/loss
Football		£46,238	£47,261	
Golf		£436,851	£417,574	£185,659
Car Park Charges		£408,271 <i>(net of commission)</i>	£379,812.84 <i>(net of commission)</i>	
Benches sponsorship		£20,833	£25,415	£15,240
TOTAL INCOME		£1,457,412		

EPHING FOREST PROPOSED LICENSING CHARGES - 24/25

increase 6.1%

*****ALL CHARGES ARE SUBJECT TO VAT IN ADDITION UNLESS INDICATED OTHERWISE*****

£ - £ -

		2023/24 CHARGES		2024/25 CHARGES						
Standard Application Fee		£ 29.00	£ 57.00	£ 31.00	£ 61.00					
<i>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.</i>										
EVENTS										
Event	Notes	Description/ amount of participants	Charity/ non-profit	Commercial /Charities with turnover > £1,000.000	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* <i>* horses must hold Epping Forest horse licence</i>	Includes an event with entrance marker, first aid, table of drinks	Less than 100	£1.10 per person or 10% of entrance fee/minimum sponsorship requirement, whichever is greater. Minimum sponsorship fee required will be included as part of the charge	£2.20 per person or 10% of entrance fee/minimum sponsorship requirement, whichever is greater. Minimum sponsorship fee required will be included as part of the charge	£1.20 per person or 10% of entrance fee/minimum sponsorship requirement, whichever is greater. Minimum sponsorship fee required will be included as part of the charge	£2.40 per person or 10% of entrance fee/minimum sponsorship requirement, whichever is greater. Minimum sponsorship fee required will be included as part of the charge				
		100 - 500								
		More than 500 – apply through events licence					See events charges	See events charges		
Events charges* <i>*where events are free entry additional charges will be made relative to the loss of amenity / scale of event</i>	Events with additional infrastructure and catering, inflatables, music etc. Charges for small medium and large will be determined on levels of infrastructure being used and impact on other Forest users, size of footprint as well as audience numbers	up to 50	£0-£287	£0-£574	£0-£304	£0-£608				
		50-499	£372 + 5 % of ticket price	£744 + 5 % of ticket price	£394 + 5 % of ticket price	£788 + 5 % of ticket price				
		500-4999	£1115.50 + 5% of ticket price	£2231 + 5% of ticket price	£1183 + 5% of ticket price	£2366 + 5% of ticket price				
		5000+	by negotiation	by negotiation	by negotiation	by negotiation				
Regular run/ walk / cycle* events by clubs <i>*please note we do not license competitive speed cycle races</i>	Up to 20 events each year*	Less than 100	Annual Fee £229 (includes administration) plus 5% entrance fees	Annual Fee £458 (includes administration) plus 5% entrance fees	Annual Fee £243 (includes administration) plus 5% entrance fees	Annual Fee £486 (includes administration) plus 5% entrance fees				
	up to 15 events each year*	100-500	Annual Fee £229 (includes administration) plus 5% entrance fees	Annual Fee £458 (includes administration) plus 5% entrance fees	Annual Fee £243 (includes administration) plus 5% entrance fees	Annual Fee £486 (includes administration) plus 5% entrance fees				
FAIRS	Set up/dismantle days Operational days (5% discount for 6+ days)			£50 - £200		£53 - £212				
				£155.75 - £523		£165 - £555				
<i>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</i>										
WANSTEAD FLATS (OUT OF SEASON)										
Football Match or tournament	Additional charges may apply. See below		Price on application	Price on application	Price on application	Price on application				
School Sports Day	Dedicated use of mown area only	Less than 100	£59 per day*		£63 per day*					
		100 - 500	£114 per day*		£121 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					
<i>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.</i>										
Exclusive use of changing facilities *ONLY WHEN STAFF AVAILABLE	Opening up the building and use of changing rooms. Cleaning and heating costs.	Minimum hire period - 4 hours		£116		£123				
		Additional charge per hour after 4 hours		£30		£32				
Sports Day Line marking	Running track up to 8 lanes + 2 other events needing markings	Based on maximum of 7 hours		£97		£103				
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	£29* annual	£57* annual	£31* annual	£62* annual				
		11-29 people								
		More than 30 people					£57* annual	£86* annual	£61* annual	£91* annual
							* plus 10% of fees charged per session	* plus 10% of fees charged per session based on advertised capacity	* 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		Up to max 100 (was from 5 - 100)	£29+ 10% of ticketed price per participant	£57 + 10% of ticketed price per participant	£31+ 10% of ticketed price per participant	£61 + 10% of ticketed price per participant				
Forest Schools	Licence		£29 + 5% of fee charged per pupil	£57 + 5% of fee charged per pupil	£31 + 5% of fee charged per pupil	£61 + 5% of fee charged per pupil				
	Tree surveying (as required)		Price on application	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		£63 for one off visit/£380 yearly fee		£67 for one off visit/£403 yearly fee				
		Crew size 1 - 5		£395.00		£419.00				
		Crew size 6 - 15		£527.00		£560.00				
		Crew size 16 - 30		£658.00		£699.00				
		Crew size 30 +		Price on application		Price on application				
Major Feature Filming Day	Significant size crew and unit, tech vehicles, lighting, minor set builds and construction, multiple locations, minor infrastructure in the Forest to facilitate filming etc	Major Feature Filming Day		from £5000		from £5000				
		Major Feature Prep Day/Strike Day	(50% daily fee)	from £2500	(50% daily fee)	from £2500				
		Major Feature Holding Day/Stand-by	Where the site is occupied but filming or set dressing does not take place: security only on site	from £750	Where the site is occupied but filming or set dressing does not take place: security only on site	from £750				

Commercial Filming	Not including unit base / car park costs - major filming based on 12hr day, minor filming based on 8hr day.	Feature Film Filming Day	Significant size crew and unit, tech vehicles lighting etc, minor set builds and construction/multiple locations minor infrastructure in the Forest to facilitate filming etc	from £4000	Significant size crew and unit, tech vehicles lighting etc, minor set builds and construction/multiple locations minor infrastructure in the Forest to facilitate filming etc	from £4000
		Feature Prep Day/Strike Day		from £2000		from £2000
		Feature Holding Day/Stand-by	Where the site is occupied but filming or set dressing does not take place: security only on site	from £600	Where the site is occupied but filming or set dressing does not take place: security only on site	from £600
		Based 8-hour day.				
		Minor Filming 25-40 crew		From £1500		From £1500
		Minor Filming 10-25 crew		From £1000		From £1000
		Minor Filming 5-10 crew		From £750		From £750
		Minor Filming 1-5 crew		From £500		From £500
	News or other media specific to Epping Forest Estate		Free (subject to Press Office Approval).		Free (subject to Press Office Approval).	

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		£116.00	No longer allowed	N/A
Hire of car parks for events or compounds per 8 hours	Large (e.g Bury Road)	Based on 8 hour hire		£1,260.00		£1,337.00
	Medium (e.g. Fairmead Oak)			£769.00		£816.00
	Small (e.g.Earl's Path)			£465.00		£494.00
Scaffolding	Area per day (m ²)			£5.25 per m ² per day + VAT		£5.57 per m ² per day + VAT
	Minimum overall charge inc admin			£263.00		£279.00
Site compounds, storage, excavation/trenches	Area per day (m ²)	Small (Under Five Sq Metres)		£6.00 per m ² per day +VAT	Small (Under Five Sq Metres)	£6.40 per m ² per day +VAT
		Medium (Over Five SqM up to to Ten Sq		£4.70 per m ² per day + VAT	Medium (Over Five SqM up to to Ten SqM)	£5.00 per m ² per day + VAT
		Large (Over Ten Square Metres) X		£4.20 per m ² per day + VAT	Large (Over Ten Square Metres) X	£4.50 per m ² per day + VAT
			Minimum charge £1,260 for Forest Land, rising to £2,520 for SSSI and £3,780 for SAC, all plus VAT		Minimum charge £1,337 for Forest Land, rising to £2,674 for SSSI and £4,010 for SAC, all plus VAT	
	Damage to or loss of amenity				Damage to or loss of amenity	
	Officer time			£42 per hour + VAT	Officer time	£45 per hour + VAT
	Consultants Time			£126 per hour + VAT	Consultants Time	£134 per hour + VAT

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		£66.05		£70.08	
	Junior individual/joint and horse	Annual		£32.29		£34.26	
	Adult or junior individual/joint and horse	Weekly fee			£8.26		£8.76
		Daily fee			£5.78		£6.13
Riding School Licences	Riding School	Annual		£82.54		£87.57	

Please note, horse riding licences are not subject to the standard licence application fee

Sponsored Bench with plaque	10 year sponsorship	Armrest & back style		£2500.00 inc vat		£2500.00 inc vat
		Sleeper style		£1500.00 inc vat		£1500.00 inc vat

Car Parking	Up to 1 hour			£1.50		£1.50
	Upt to 2 hours			£2.50		£2.50
	2 - 4 hours			£4.00		£4.00
	Full day (over 4 hours)			£6.00		£6.00
	Blue Badge holders			Free		Free
	Motor cycles in marked motor cycle bays				Free	Free
	Annual Permit				£150.00	

Committee(s): Epping Forest & Commons Committee	Dated: 25/01/2024
Subject: Operational Finance Progress Report (Period 9 April - December) 2023/24 – Epping Forest and Commons	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: Chamberlain	For Information
Report author: Clem Harcourt, Chamberlain’s Department	

Summary

This report provides an update on the operational finance position as @ period 9 (April – December) 2023/24 for your Committee’s local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds held and other relevant finance information for the divisions of service and Charities which fall within the remit of your Committee.

This report does not specifically concentrate on just charity finance in isolation, as this work will be part of the ongoing Charity Review and will be developed in conjunction with that project. As part of the Charity Review, future training sessions will be designed for both Members and Officers on key aspects of charity finance. This report is designed to also report on budgetary management issues that the Interim Executive Director Environment is responsible for to successfully manage the operations and finances of your Committee which sits within the Natural Environment Division.

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

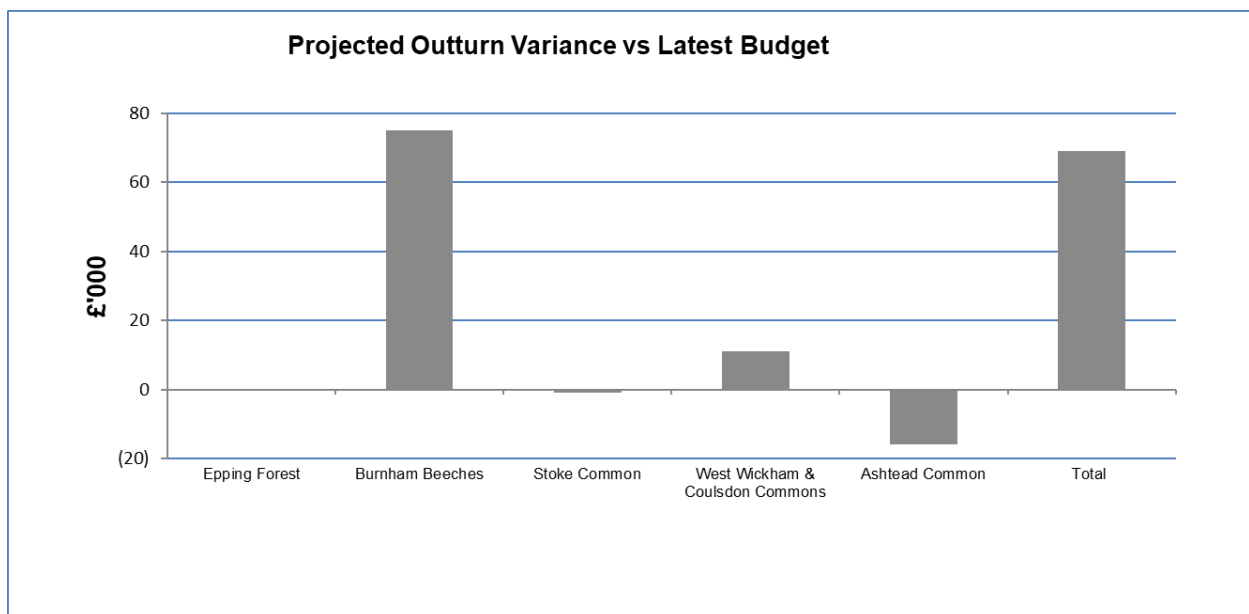
Background

1. In order to improve financial reporting to your Committee, a set of various financial appendices and commentary have been produced to enable greater clarity of revenue and capital budgets and other financial information needed to allow greater scrutiny of the financial performance of the various divisions of services and Charities within the Natural Environment Division that report to your Committee, to ensure they remain within the Interim Executive Director Environment’s local risk resources for 2023/24.

2. To ensure your Committee is kept informed, an update on progress made against budgets will be reported to you on a quarterly basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance.

Local Risk Revenue Forecast Outturn 2023/24

3. The divisions of service and Charities that fall within the remit of your Committee currently has an overall net local risk expenditure revenue budget for 2023/24 of £5.432m. The current forecast outturn for 2023/24 is £5.363m, a forecast year-end underspend of £69k. This represents a reduction in the projected net underspend of £35k compared with the position to the end of September 2023, reported previously to your Committee.
4. In the graph below, the forecast outturn budget performance by each individual division of service within your Committee is listed. Appendix 1 sets out a more detailed financial analysis of each individual division of service reporting to your Committee, including reasons for significant budget variations.



Notes:

1. Zero is the baseline latest budget for each Division of Service.
2. Graph shows projected outturn position against the latest budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Forecast outturn is £5.363m, representing a projected underspend of £69k against the latest approved budget of £5.432m.
5. The overall local risk forecast position is currently relatively close to the latest budget, with a small underspend of £69k (1.27%) forecast at year end against the latest budget. Though there are variations within these net figures, they offset each other overall and are close to matching the overall budget. Details of all the offsetting variations can be seen within Appendices 6-10.
6. The main outturn variances projected are at Burnham Beeches where there is currently forecast to be a £75k underspend compared with the latest budget. This can be explained by additional income generated from filming projects as

well as underspends in employment costs attributable to staff vacancies. The projected underspend is partly offset by additional grounds maintenance costs and reduced income from car parking.

7. In addition there is projected to be an underspend of £11k on the local risk budget at West Wickham & Coulsdon Commons. This can be explained by underspends on salary costs due to a staff vacancy, as well as additional income generated from the sale of vehicles. These underspends are partly offset by an overspend on grounds maintenance and tree safety costs.
8. There is currently forecast to be an overspend of £16k on the local risk budget at Ashted Common. This is explained by additional ground maintenance works as a result of drought in addition to extra costs incurred on equipment purchases. The projected overspend is partly offset by increased income generated from grants and licenses.
9. Finally, outturn variances for Epping Forest relate to salary underspends as a result of existing staff vacancies from the new TOM2 structure yet to be recruited. This in addition to extra income generated from sales at the Visitor Centre and from Chingford Golf Course. These underspends are planned to be fully offset by additional spending relating to new vehicle and equipment purchases as well as professional fees incurred due to there being a greater need for the use of contractors due to staff vacancies whilst the TOM2 staffing restructure has been undertaken.

Local Risk Actual Position to Date

10. Appendices 2 and 3 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for your Committee.
11. Appendix 2 highlights that your Committee has received actual income to date of £2.367m against a budget to date of £1.667m, a favourable variance of £700k.
12. The above variation is largely explained by income at Epping Forest being £653k greater than the income budget profile to date. This can be explained by transfer from reserves relating to the 2022/23 surpluses on the Cattle Purchase Fund designated reserve and Countryside Stewardship Scheme restricted reserve being transferred from the balance sheet back to the revenue account during 2023/24. This is in addition to extra income generated from Chingford Golf Course and the Visitor Centre.
13. Appendix 3 highlights that your Committee has incurred actual expenditure to date of £4.865m against a budget to date of £5.601m, a favourable variance of £736k to date.
14. The main expenditure variances relate to Epping Forest where there is a favourable position to date of £679k mainly due to underspends on salary costs due to vacant posts in the new TOM2 structure yet to be recruited.
15. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in a

year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.

- To enable further detailed consideration of the service areas relating specifically to your Committee, Appendices 6-10 detail the latest individual division of service local risk and central risk monitoring reports for each section relevant to your Committee.

Capital Projects

- Table 1 below outlines the current list of live capital projects in progress against their currently approved budget. It should be noted that the “current approved budget” is the amount currently agreed by Members to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
- Out of a current approved budget of £1.318m, £636k has been spent or committed to date, leaving a remaining budget of £682k to progress the various projects to the next project gateway or release of further capital funds.
- It should be noted that the current estimate for the total cost of the ‘Climate Action Strategy Carbon Removals Year 1’ project is projected to underspend compared with the project’s latest budget. This is due to the budget for contingencies which is not currently expected to be utilised and the cost of feasibility studies and works currently forecast to be underspent.

Table 1 – Live Capital Projects

Capital Projects - Epping Forest & Commons	Total Estimated Cost of Project £'s	Current Approved Budget £'s	Prior Year Actual Spend £'s	In Year Actual Expenditure £'s	In Year Committed Expenditure £'s	Current Approved Budget Unspent £'s
<u>Epping Forest</u>						
Artificial Grass Pitch Provision at Wanstead Flats (Parklife)	10,000,000	70,000	41,426	0	0	28,574
Climate Action Strategy - Carbon Removals Year 1	154,684	504,906	132,676	573	0	371,657
Epping Forest - COVID-19 Path Restoration Project	250,000	0	0	0	0	0
Epping Forest Various Sites - BEMS Upgrade Phase 2	357,520	0	0	0	0	0
Wanstead Park Ponds Project	1,142,501	241,000	166,822	(62)	0	74,240
Baldwins & Birch Hall Park Ponds	1,740,938	502,600	232,608	3,567	58,476	207,949
TOTAL EPPING FOREST AND COMMONS COMMITTEE	13,645,643	1,318,506	573,532	4,078	58,476	682,420

- Members should note that three bids totalling £722k relevant to your Committee were submitted as part of the annual capital projects bidding process for 2024/25 with these bids now having obtained Member approval. The proposed capital projects relevant to your Committee are as follows:

- City Commons – boundary livestock fencing replacement £92k;
- City Commons – entrance board replacement £160k; and

- Epping Forest - Copped Hall Park Tudor Square pond sluice gates £470k.

Outstanding Invoiced Debts

21. At the end of December 2023, total outstanding invoiced debt for your Committee was £143,442 out of a total debt for the Natural Environment Division (including City Gardens) of £269,166. Relating to your Committee, £58,824 (41%) was over 120 days, £49,427 (34%) was between 60-120 days and £35,191 (25%) was under 60 days.
22. Appendix 4 shows a graphical representation of the total invoiced debts over 120 days outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The top graph shows the time trend of the level of 120 day+ debt outstanding over the previous 6-month period.
23. The lower graph analyses the split of this debt across the various divisions of service for your Committee. The majority of the £58,824 outstanding 120 day+ debt balance relates to Epping Forest (£51,851 / 88%). The overall debt for your Committee is made up of £16,305 in rent receivable debtors, £21,736 owed by one individual debtor relating to the Chingford Festival with this debt currently being pursued by the Comptroller & City Solicitor's department, £19,000 owed by a single customer relating to development grant funding with this debt currently being pursued locally by staff at Epping Forest and finally £1,783 relating to numerous other small debtors.
24. Members should note that total outstanding invoiced debt for your Committee over 120 days has reduced by £8,812 compared with the level of debt arrears at the end of September 2023 reported previously to your Committee.

Charity Funds (Restricted, Unrestricted and Endowments)

25. Appendix 5 lists the various restricted, unrestricted and endowment funds held by each charity. It details the opening balance for the 2023/24 financial year and any movements in the current financial year to date.
26. Movements within reserve funds since the start of the current financial year includes a capital receipt of £99k which was credited to the Epping Forest Fund Reserve (Capital Fund) in relation to a deed of grant easement received for an individual property. This has increased the balance held to £894,162. Other changes in reserve funds in 2023/24 to date include movements related to restricted reserves for Countryside Stewardship Scheme grant monies at Epping Forest and Section 106 and Strategic Access Management and Monitoring Strategy (SAMMS) contributions at Burnham Beeches. Other changes in funds noted in Appendix 5 include the receipt of donations income which has been credited to the relevant charity's reserve.
27. It should be noted that the external audit of the 2022/23 accounts for individual Natural Environment charities is currently taking place and the 2023/24 opening balances shown for each reserve fund in Appendix 5 may be subject to revision.
28. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:

- **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.
- **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Estate funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Estate.
- **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.
- **Endowment** - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment:
 - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
 - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

Deficit Funding

29. The current funding model is for each charity's total net expenditure (local risk, central risk and recharges) to be fully funded from City's Estate. This also includes the cost of any capital expenditure incurred during the year as well any works managed by the City Surveyor under the Cyclical Works Programme (CWP) carried out over the course of the year. It should be noted that any changes to the amount of expenditure incurred or income generated over the course of the year by an individual charity will have an impact on the overall level of deficit funding required by the relevant charity at year end. The amount of deficit funding required for each charity is therefore calculated based on its **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.

30. Therefore year on year there are variations in the level of deficit funding received depending upon actual total net running costs incurred for the year. However, at the start of the following year, available budget funding is reset to the levels agreed by your Committee at the estimates review, so as to remain within the resource envelope set by Resource Allocation Sub Committee (RASC). At no stage is the budget reduced (and potentially the level of deficit funding required) unless agreed by your Committee within this annual process managed and reported by the Chamberlain to gain approval of the annual estimates.
31. The table below details previous year's levels of deficit funding grant made from City's Estate to the various Natural Environment charities within your Committee, with a forecast of that sum currently required for 2023/24. This is broken down by the level of expenditure and income generated by each charity as well as any CWP works and capital expenditure funded through City's Estate which comprises the total level of deficit funding required for each charity.
32. The projection for the current financial year is based on the current forecast for local and central risk net expenditure in addition to latest budgets for recharges, budgets managed by the City Surveyor, for CWP projects and forecasted capital expenditure for 2023/24 due to be funded through City Estate's monies. Please note that the amount of deficit funding provided by City's Estate is unique to each individual charity and deficit funding cannot be used to offset the level of funding provided to a separate charity. Please also be aware that deficit funding figures shown for 2022/23 are currently provisional as the external audit for the individual Natural Environment charities has not yet been completed.

Table 2 – Deficit Funding – 2020/21 to 2023/24

Ashtead Common	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	525	491	542	626
Gross Income	32	12	35	88
Cyclical Works Expenditure	18	(8)	17	0
Capital Expenditure financed through Deficit Funding	0	0	0	0
Total Deficit Funding - Ashtead Common	511	471	524	538
Burnham Beeches & Stoke Common	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	1,124	1,088	1,324	1,329
Gross Income	281	411	486	495
Cyclical Works Expenditure	-9	131	134	0
Capital Expenditure financed through Deficit Funding	202	88	79	0
Total Deficit Funding - Burnham Beeches & Stoke Common	1,036	896	1,051	834
Epping Forest	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	6,316	6,871	7,308	8,556
Gross Income	1,581	2,737	3,310	2,323
Cyclical Works Expenditure	349	480	293	610
Capital Expenditure financed through Deficit Funding	67	57	197	538
Total Deficit Funding - Epping Forest	5,059	4,527	4,879	7,381
West Wickham & Coulsdon Common	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	1,266	1,113	1,224	1,082
Gross Income	231	239	158	192
Cyclical Works Expenditure	124	14	198	0
Capital Expenditure financed through Deficit Funding	89	158	0	0
Total Deficit Funding - West Wickham & Coulsdon Common	1,094	1,046	1,264	890
Committee Total	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	9,231	9,563	10,398	11,593
Gross Income	2,125	3,399	3,989	3,098
Cyclical Works Expenditure	482	617	642	610
Capital Expenditure financed through Deficit Funding	358	303	276	538
Total Deficit Funding - Epping Forest & Commons Committee	7,700	6,940	7,718	9,643

33. As can be seen from the table above, 2022/23 saw an increase in the amount of deficit funding provided by City's Estate to each of the charities related to your Committee compared with the previous year. This can be explained by an increase in gross expenditure partly related to an increase in recharges from the

Natural Environment Directorate as well as the re-phasing of projects under the CWP managed by City Surveyor's. Please note that the CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with any variances carried over to future financial years. The carry-over of unspent balances are reported to the Projects and Procurement Sub-Committee as part of closing of accounts. The increase in deficit funding at Epping Forest compared with 2021/22 was partly offset by an increase in income generated in 2022/23 which was attributable to additional income from both car parking and the Visitor Centre as well as the proceeds received from an insurance settlement relating to Loughton Golf Course.

34. The current forecast for 2023/24 indicates an increase in the total amount of deficit funding due to be provided to your Committee's charities by City's Estate compared with the provisional outturn for 2022/23. This can largely be explained by an increase in Epping Forest's local risk net expenditure budget for 2023/24 as a result of additional resources being provided following the introduction of the new TOM2 restructure. This is in addition to an increase in capital expenditure at Epping Forest currently forecast for 2023/24 due to be met from deficit funding. The overall increase in deficit funding for 2023/24 for your Committee is partly offset by a reduction in the forecasted level of deficit funding at both Burnham Beeches & Stoke Common and West Wickham and Coulsdon Commons which is attributable to a rephasing of projects under the CWP.

Appendices

Appendix 1 - Local Risk Revenue Budget Forecast Outturn 2023/24

Appendix 2 - Income Performance 2023/24 as @ December 2023

Appendix 3 - Expenditure Performance 2023/24 as @ December 2023

Appendix 4 - Outstanding Invoiced Debt 120 Days as @ December 2023

Appendix 5 – Charity Funds (Restricted, Unrestricted & Endowments)

Appendix 6 to Appendix 10 - Epping Forest & Commons Committee individual Division of Service Local Risk and Central Risk Monitoring Reports

Contact

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Epping Forest and Commons - Local Risk Revenue Budget Forecast 2023/24 - December 2023

(Expenditure and unfavourable variances are shown in brackets)

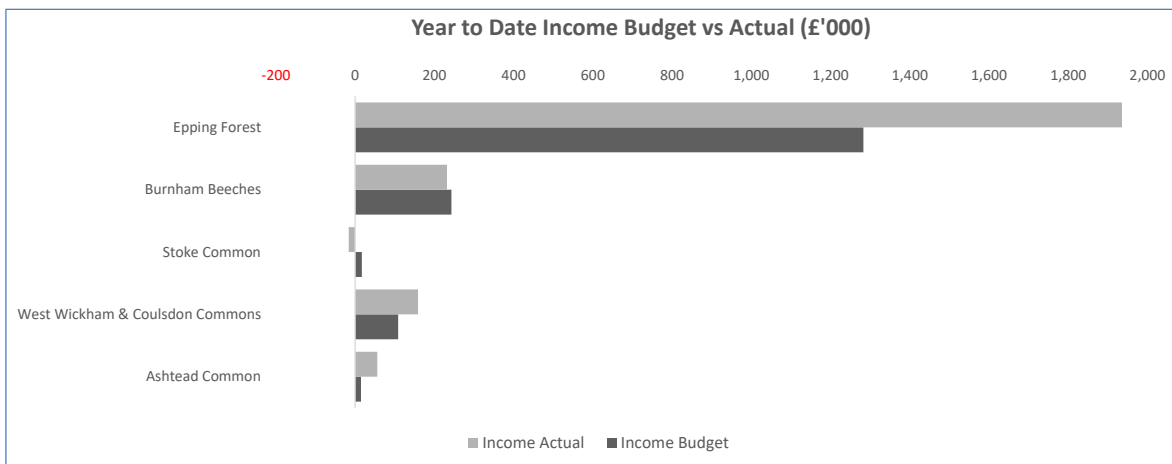
Committee / Division of Service	Latest Approved Budget 2023/24 £'000	Forecast for the Year 2023/24		Notes
		Projected Outturn £'000	Variance from Latest Approved Budget 2023/24 £'000	
<u>Epping Forest and Commons Committee (City's Estate)</u>				
Epping Forest	(3,793)	(3,793)	0	
Burnham Beeches	(542)	(467)	75	1
Stoke Common	(27)	(28)	(1)	
West Wickham & Coulsdon Commons	(647)	(636)	11	2
Ashtead Common	(423)	(439)	(16)	3
TOTAL EPPING FOREST AND COMMONS COMMITTEE	(5,432)	(5,363)	69	

Notes:

1. **Burnham Beeches** - projected underspend due to additional income generated from filming as well as underspends on staff costs as a result of vacancies.
2. **West Wickham & Coulsdon Commons** - underspend largely explained by lower than anticipated salary costs due to one role currently being vacant as well as additional income generated from sales.
3. **Ashtead Common** - projected overspend as a result of increased expenditure on grounds maintenance relating to works from the previous year as well as additional expenditure required on staffing and equipment.

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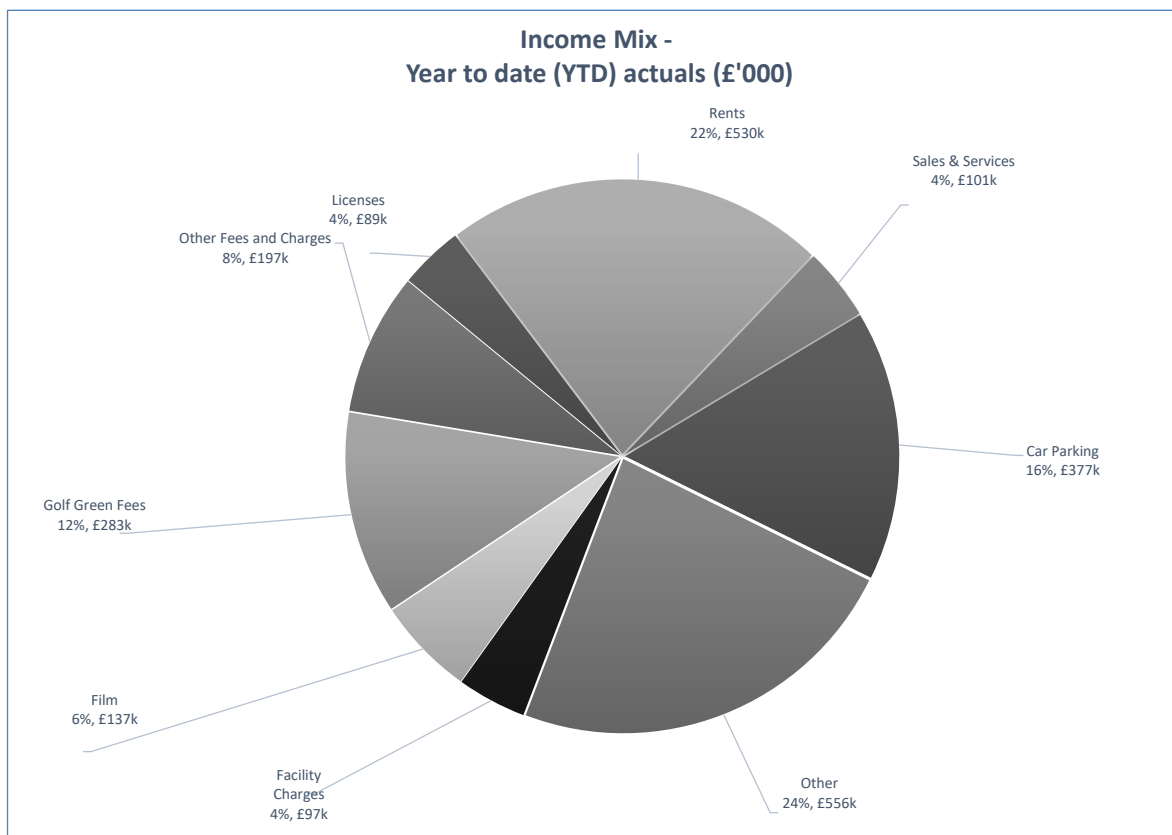
Epping Forest and Commons - Income Performance 2023/24 - December 2023



Notes:

1. Epping Forest - income is £653k ahead of profile primarily due to transfer from reserves adjustments relating to the previous financial year and increased income from Chingford Golf Course. This is in on top of additional income from government grants compared to profile.

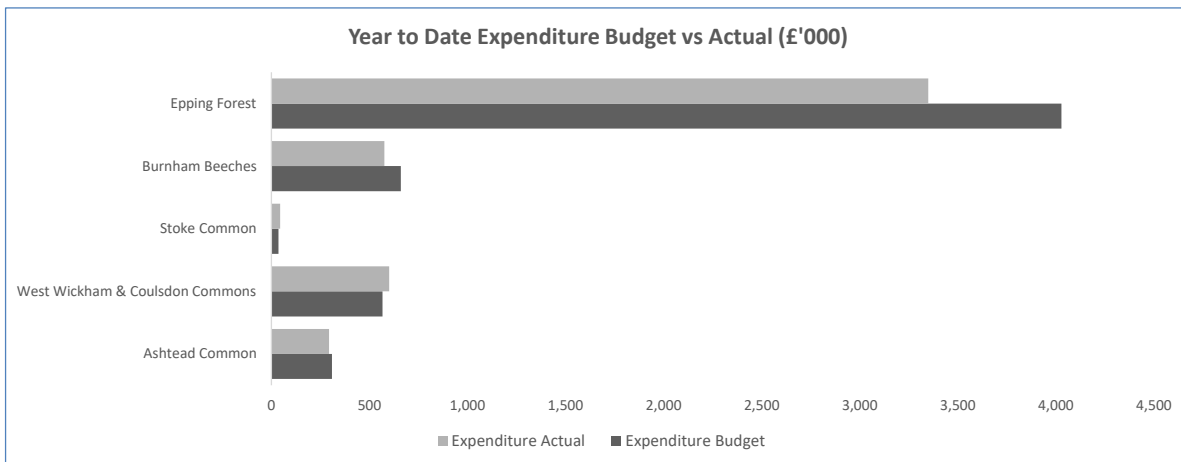
2. West Wickham & Coulsdon Commons - income is currently ahead of the budget to date by £50k explained by higher than anticipated income generated from sales.



1. Total year to date actual income = £2.367m.
2. Other income primarily relates to government grants and transfers from reserves.
3. Fees & Charges relates to use of facilities and admissions mainly at Epping Forest.
4. Sales & Services relates to various sports provided and Visitor Centre shop at Epping Forest.

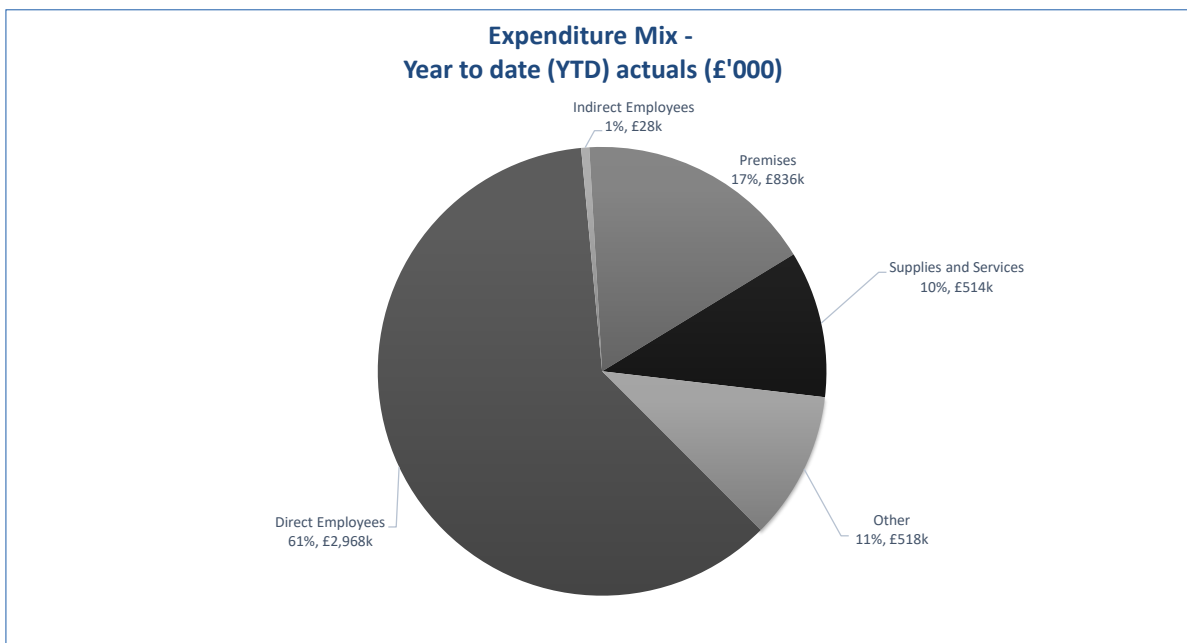
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Epping Forest and Commons - Expenditure Performance 2023/24 - December 2023



Notes:

- Epping Forest** - favourable variance of £679k largely explained by underspends on salary costs as a result of current vacancies with recruitment for posts related to the new TOM2 structure currently ongoing.
- Burnham Beeches** - underspend against budget profile of £84k explained by lower than anticipated salary costs due to vacant posts as well as the costs incurred to date on grounds maintenance and supplies and services costs currently being behind the budget profile.

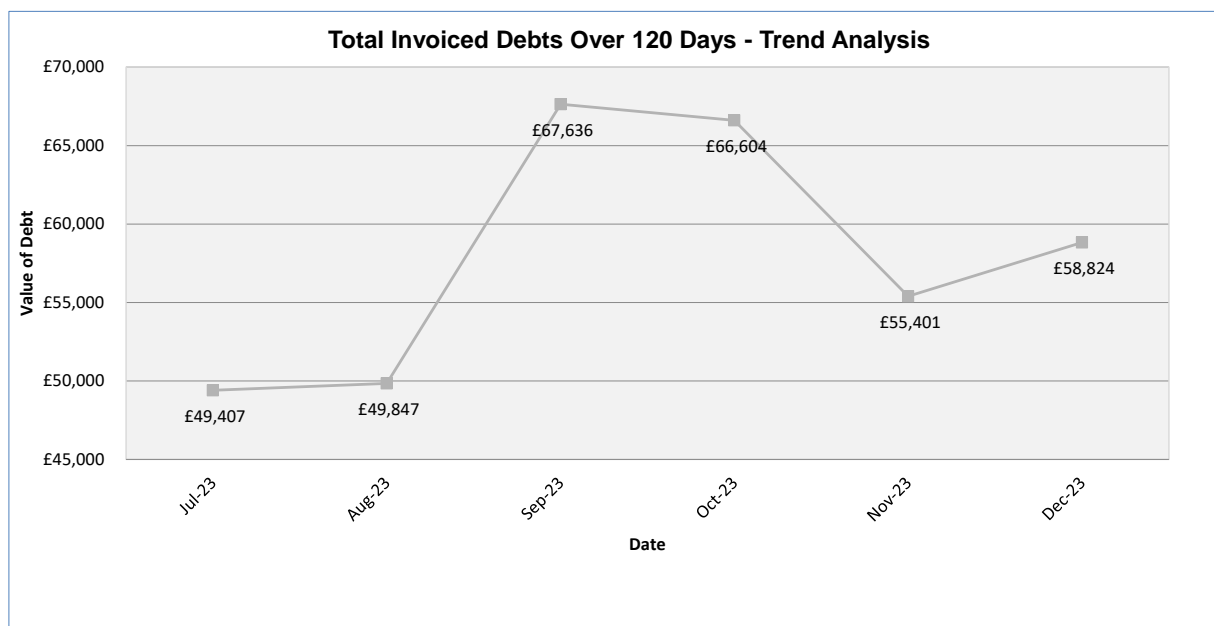


Notes:

- Total year to date actual expenditure = £4.865m
- Premises costs mainly relate to cleaning & refuse; electricity & gas; rates; repairs & maintenance; water etc.
- Supplies & Services costs mainly relates to equipment; furniture & materials; communication & computing; livestock; professional fees & services; uniforms etc.
- Other costs mainly relate to cleansing charges; third party payments; transport.

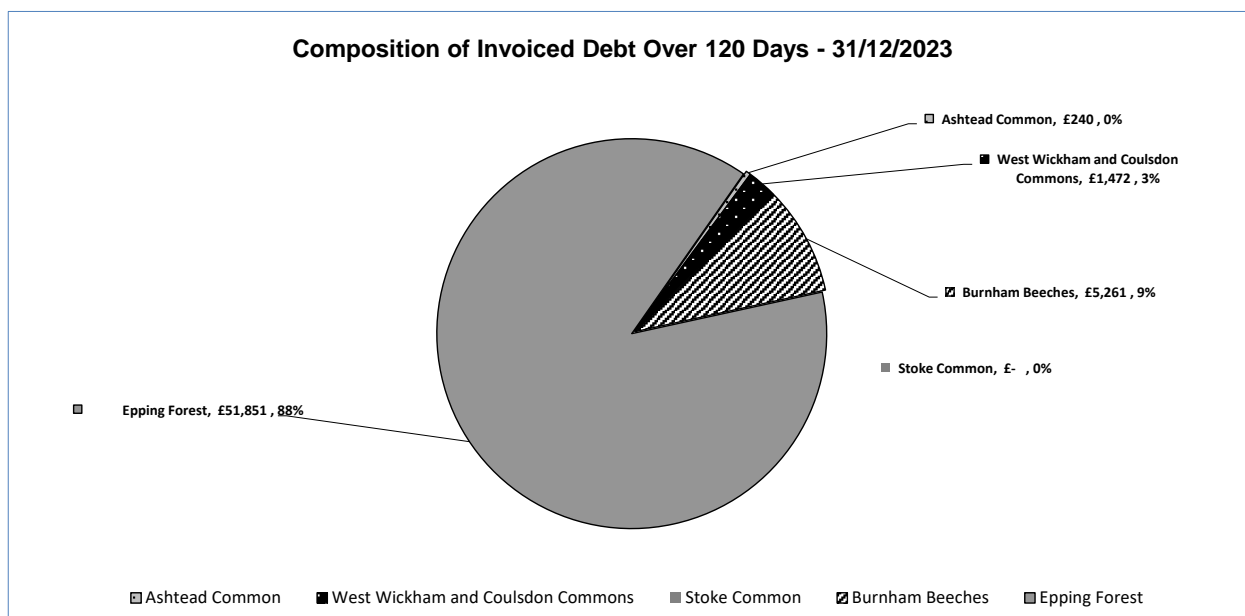
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Epping Forest and Commons
Outstanding Invoiced Debts Over 120 Days - December 2023



Note:

December 2023 total debt over 120 days is £58,824 for Epping Forest and Commons, an increase of £3,423 from the November debt position. The majority of this debt relates solely to Epping Forest (£51,851 / 88%).



Breakdown of Epping Forest and Commons debt £58,824

1. £16,305 - Rent Receivables (Lease Agreements)
2. £21,736 – Chingford Festival Chingford Plain
3. £19,000 - Development grant funding
4. £1,783 - Other small debtors

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Charity Funds (Restricted, Unrestricted and Endowments) - December 2023

	Opening Balance 2023/24	Income	Expenditure	Gains, (Losses) & Transfers	Closing Balance 2023/24
	£'s	£'s	£'s	£'s	£'s
<u>Epping Forest</u>					
Restricted Income Funds:					
Campaign Donations	785	25			810
Countryside Stewardship Scheme	251,147	67,931	87,929		231,149
Unrestricted Income Funds:					
Unrestricted Income Funds	6,109	9,196			15,305
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Land & Buildings, Infrastructure, Vehicle & Plant, and Equipment)	4,619,544				4,619,544
Heritage Assets	377,950				377,950
Epping Forest Fund Reserve (Capital Fund)	795,162	99,000			894,162
Ancient Trees Maintenance Fund	15,000				15,000
Sports Ground Deposit	4,061				4,061
Golf Course Machinery Fund	12,717				12,717
Knighton Wood Maintenance	5,801				5,801
Branching Out Project	42,423				42,423
Future Green Infrastructure fund	5,051				5,051
Cattle Purchase Fund (Grazing Account)	152,788	11,872	5,685		158,975
Wanstead Park/ Flats future Projects fund	100,000				100,000
South Lodge the Warren (Loughton Golf Course)	496,800				496,800
Total Epping Forest	6,885,339	188,024	93,614	0	6,979,748
<u>Burnham Beeches</u>					
Restricted Income Funds:					
Legacy Income - Pond Maintenance	60,014				60,014
Campaign Donations	6,228	218			6,446
Section 106 Contributions	721,310		70,455		650,855
Unrestricted Income Funds:					
Unrestricted Income Funds	2,268	879			3,147
Designated (Unrestricted Income Fund):					
Stoke Common	132,586				132,586
Capital Adjustment Account (Fixed Assets)	470,086				470,086
Infrastructure (Fixed Assets)	137,725				137,725
Furniture and Equipment (Fixed Assets)	232,487				232,487
Plant (Fixed Assets)	50,000				50,000
Total Burnham Beeches	1,812,704	1,097	70,455	0	1,743,346
<u>West Wickham & Coulsdon Commons</u>					
Restricted Income Funds:					
Campaign Donations - Farthing Downs	2,524	20			2,544
Unrestricted Income Funds:					
General Funds	3,272	1,368			4,640
Designated (Unrestricted Income Fund):					
Capital Reserve Funds	570,809				570,809
Total West Wickham & Coulsdon Commons	576,605	1,388	0	0	577,993
<u>Ashted Common</u>					
Designated (Unrestricted Income Fund):					
Ancient Trees Reserve	1,660	701	0	0	2,361
Total Ashted Common	1,660	701	0	0	2,361
Total Epping Forest and Commons Committee	9,276,308	191,210	164,069	0	9,303,448

Note:

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

Please note that the external audit of the 2022/23 charity accounts is currently taking place and the above opening balances shown for each reserve fund are subject to revision.

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Natural Environment - Local Risk Revenue Budget 2023/24 - December 2023

APPENDIX 6

FY 2022/23 Actuals £	EPPING FOREST	Latest Approved Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Latest Approved Budget 2023/24		
					£	%	
2,952,290	Direct Employees	4,416,000	1,914,622	3,527,000	(889,000)	-20%	1
15,773	Indirect Employees	23,000	13,750	23,000	0	0%	
210,004	Repairs and Maintenance	80,000	37,776	114,000	34,000	43%	2
92,768	Energy Costs	55,000	82,693	55,000	0	0%	3
91,671	Rates/Council Tax	68,000	116,952	118,000	50,000	74%	4
45,588	Water Services	50,000	29,385	50,000	0	0%	
86,108	Cleaning and Domestic Supplies	75,000	80,781	130,000	55,000	73%	5
292,032	Grounds Maintenance Costs	537,000	262,596	537,000	0	0%	6
818,171	Premises	865,000	610,183	1,004,000	139,000	16%	
58,884	Vehicle Purchase	78,000	302,006	578,000	500,000	641%	7
60,625	Vehicle R&M	68,000	38,541	68,000	0	0%	
62,119	Vehicle Running Costs	56,000	39,214	56,000	0	0%	
28,651	Hired Transport	2,000	20,006	30,000	28,000	1400%	8
495	Staff Travelling Expenses	2,000	685	2,000	0	0%	
9,121	Car Allowances	3,000	6,906	10,000	7,000	233%	
219,894	Transport	209,000	407,360	744,000	535,000	256%	
491,741	Equipment, Furniture and Materials	223,000	190,675	285,000	62,000	28%	9
8,915	Books	7,000	4,508	7,000	0	0%	
12,304	Animals and Livestock	0	15,183	16,000	16,000	n/a	
11,184	Clothes, Uniform and Laundry	8,000	7,328	11,000	3,000	38%	
30,328	Printing, Stationery and General Office Expenses	22,000	18,593	30,000	8,000	36%	
260,584	Fees and Services	68,000	116,470	300,000	232,000	341%	10
113,832	Communications and Computing	47,000	47,134	65,000	18,000	38%	
5,696	Expenses	2,000	2,524	4,000	2,000	100%	
1,386	Grants and Subscriptions	2,000	1,109	2,000	0	0%	
275	Miscellaneous Expenses	3,000	706	3,000	0	0%	
40,224	Contributions to Provisions	0	0	0	0	0%	
976,469	Supplies and Services	382,000	404,230	723,000	341,000	89%	
727,604	Transfer to Reserve	0	0	0	0	0%	
0	Third Party Payments	0	207	0	0	0%	
5,710,201	Total Expenditure	5,895,000	3,350,352	6,021,000	126,000	341%	

(299,895)	Government Grants	(261,000)	(107,853)	(261,000)	0	0%	
0	Non Government Grants	0	(11,057)	(11,000)	(11,000)	n/a	
(90,638)	Other contributions	(3,000)	(9,355)	(9,000)	(6,000)	-200%	
(145,405)	Sales	(80,000)	(70,042)	(105,000)	(25,000)	-31%	11
(483,493)	Car Parking	(445,000)	(292,782)	(445,000)	0	0%	
(377,189)	Golf Green Fees	(291,000)	(282,845)	(375,000)	(84,000)	-29%	12
(325,394)	Licenses	(149,000)	(89,115)	(149,000)	0	0%	
(116,220)	Facility Charges	(108,000)	(74,226)	(108,000)	0	0%	
(507,525)	Other Fees and Charges	(22,000)	(166,457)	(22,000)	0	0%	13
(488,724)	Rents, tithes, etc	(694,000)	(428,812)	(694,000)	0	0%	
(25,596)	Recharges to Capital Projects	(49,000)	0	(49,000)	0	0%	
(349,147)	Transfer from Reserves	0	(403,935)	0	0	0%	14
(3,209,225)	Income	(2,102,000)	(1,936,479)	(2,228,000)	(126,000)	-6%	
2,500,976	Total Net Expenditure - Local Risk	3,793,000	1,413,874	3,793,000	0	0%	

	Central Risk						
0	Employees	61,000	0	61,000	0	0%	
39,356	Premises	0	0	0	0	0%	
6,300	Supplies and Services	0	0	0	0	0%	
447,413	Capital charges	462,000	0	459,000	(3,000)	-1%	
0	Insurance	0	(1,438)	0	0	0%	
(11,550)	Interest	(18,000)	(84)	(18,000)	0	0%	
481,519	Total Net Expenditure - Central Risk	505,000	(1,522)	502,000	(3,000)	-1%	

Notes:

- 1** Underspend on salaries due to existing staff vacancies with recruitment for new roles as part of the TOM2 structure unlikely to be completed until later in 2023/24.
Repairs and maintenance costs are currently behind profile but expenditure is forecast to be overspent at year-end as a result of additional works likely to take
- 2** place later in the year.
- 3** Projected overspend of £71k due to energy price increases will now be met from central contingency.
- 4** Overspend on council tax expenditure for 2023/24 as a result of increases in council tax.
- 5** Projected overspend based on actual to date and current level of commitments.
Budget includes £210k funding from Finance Committee contingency to fund work on dangerous trees. The forecast is currently projected to be within the
- 6** current budget.
- 7** Additional vehicle purchases are likely to be required during 2023/24 which will be funded from the projected underspend on salaries.
- 8** Overspend in relation to hired transport costs which currently amounts to £7.5k per quarter.
- 9** Projected overspend due to additional equipment and furniture purchases being required which is likely to result in this budget line being overspent at year-end.
- 10** Projected overspend on fees and services due to higher requirement for contractors during final stages of TOM.
- 11** Additional income received from sales in relation to Visitor Centre.
- 12** Extra income from golf received over the summer and is expected to be ahead of the current budget based on income received to date.
- 13** Forecast to be kept under review - actual relates to income due to be reallocated to other budget lines by year-end.
- 14** Actual to date relates to surplus on reserve from 2022/23 being transferred from balance sheet back to revenue in 2023/24.

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Natural Environment- Local Risk Revenue Budget 2023/24 - December 2023

APPENDIX 7

FY 2022/23 Actuals £	BURNHAM BEECHES	Latest Approved Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Latest Approved Budget 2023/24		
					£	%	
546,102	Direct Employees	735,000	449,587	688,000	(47,000)	-6%	1
17,232	Indirect Employees	11,000	7,552	11,000	0	0%	
112,675	Premises	82,000	48,791	112,000	30,000	37%	2
92,653	Transport	14,000	8,708	17,000	3,000	21%	
29,190	Fees and Services	44,000	27,201	39,000	(5,000)	-11%	
61,842	Equipment, Furniture and Materials	37,000	17,590	37,000	0	0%	
63,301	Other	22,000	16,690	22,000	0	0%	
154,332	Supplies and Services	103,000	61,480	98,000	(5,000)	-5%	
727,422	Transfer to Reserve	0	0	0	0	0%	
1,650,417	Total Expenditure	945,000	576,119	926,000	(19,000)	-2%	
(54,844)	Government grants	(35,000)	46,597	(35,000)	0	0%	3
(772,898)	Other Grants, Reimbursements and Contributions	(110,000)	(1,097)	(110,000)	0	0%	
(125,089)	Car Parking	(140,000)	(83,793)	(125,000)	15,000	11%	
(174,485)	Film	(71,000)	(136,557)	(137,000)	(66,000)	-93%	4
(57,082)	Rents etc	(44,000)	(52,651)	(48,000)	(4,000)	-9%	
(4,727)	Other	(3,000)	(4,405)	(4,000)	(1,000)	-33%	
(1,189,125)	Income	(403,000)	(231,906)	(459,000)	(56,000)	-14%	
461,292	Total Net Expenditure - Local Risk	542,000	344,212	467,000	(75,000)	-14%	
	Central Risk						
0	Direct Employees	6,000	0	6,000	0	0%	
5,951	Fees and Charges for Services, Use of Facilities	0	0	0	0	0%	
48,257	Capital charges	49,000	0	51,000	2,000	4%	
5,875	PIP - Facilitating Biodiversity Net Gain	0	0	0	0	0%	
0	Income	0	(155)	0	0	0%	
60,083	Total Net Expenditure - Central Risk	55,000	(155)	57,000	2,000	4%	

Notes:

- 1 Projected underspend due to staff vacancies.
- 2 Projected overspend due to increased grounds maintenance costs.
- 3 Actual to date reflects reversal of listed debtor from 2022/23 for grant income. This is in addition to reduced BE6 payments for 2023/24.
- 4 Filming income is projected to be ahead of budget due to additional filming projects during 2023/24. No further projects are expected for the remainder of the year.

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Natural Environment - Local Risk Revenue Budget 2023/24 - December 2023

FY 2022/23 Actuals £	STOKE COMMON	Latest Approved Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Latest Approved Budget 2023/24	
					£	%
17,923	Direct Employees	23,000	12,798	20,000	(3,000)	-13%
0	Indirect Employees	0	0	0	0	0%
32,299	Premises	23,000	30,140	31,000	8,000	35%
0	Transport	0	0	0	0	0%
11,660	Supplies and Services	5,000	414	1,000	(4,000)	-80%
2,146	Transfer to Reserve	0	0	0	0	0%
157	Third Party Payments	1,000	157	1,000	0	0%
64,185	Total Expenditure	52,000	43,510	53,000	1,000	2%
(32,226)	Government grants	(25,000)	15,587	(25,000)	0	0%
(2,146)	Other	0	0	0	0	0%
(34,371)	Income	(25,000)	15,587	(25,000)	0	0%
29,814	Total Net Expenditure - Local Risk	27,000	59,096	28,000	1,000	4%

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Natural Environment - Local Risk Revenue Budget 2023/24 - December 2023

APPENDIX 9

FY 2022/23 Actuals £	WEST WICKHAM & COULSDON COMMONS	Latest Approved Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Latest Approved Budget 2023/24		
					£	%	
528,968	Direct Employees	620,000	368,852	552,000	(68,000)	-11%	1
4,222	Indirect Employees	4,000	4,016	5,000	1,000	25%	
0	Repairs and Maintenance	1,000	0	1,000	0	0%	
11,844	Energy Costs	9,000	5,197	9,000	0	0%	
22,426	Rates	17,000	23,738	24,000	7,000	41%	
5,416	Water Services	7,000	4,979	10,000	3,000	43%	
29,998	Cleaning and Domestic Supplies	30,000	16,752	25,000	(5,000)	-17%	
74,819	Grounds Maintenance Costs	73,000	55,108	130,000	57,000	78%	2
144,503	Premises	137,000	105,774	199,000	62,000	45%	
33,196	Transport	14,000	92,052	14,000	0	0%	3
84,744	Supplies and Services	35,000	30,213	52,000	17,000	49%	4
11,088	Transfer to Reserve	0	0	0	0	0%	
806,721	Total Expenditure	810,000	600,907	822,000	12,000	1%	
(23,411)	Government Grants	(50,000)	(46,657)	(55,000)	(5,000)	-10%	
(8,674)	Other Contributions	0	(1,678)	(2,000)	(2,000)	n/a	
(19,924)	Sales	(4,000)	(31,090)	(39,000)	(35,000)	-875%	5
(40,975)	Fees and Charges	(45,000)	(22,575)	(28,000)	17,000	38%	6
(66,345)	Rent	(64,000)	(48,846)	(62,000)	2,000	3%	
(1,465)	Transfer from Reserves	0	(8,427)	0	0	0%	7
(160,793)	Income	(163,000)	(159,274)	(186,000)	(23,000)	-14%	
645,927	Total Net Expenditure - Local Risk	647,000	441,633	636,000	(11,000)	-2%	
	Central Risk						
5,500	Supplies and Services	0	0	0	0	0%	
800	Support Services	0	0	0	0	0%	
932	Capital Charges	1,000	0	1,000	0	0%	
7,232	Total Net Expenditure - Central Risk	1,000	0	1,000	0	0%	

Notes:

- 1 Projected underspend on salaries as a result of one role currently being vacant which is due to be recruited later in 2023/24.
- 2 General spend forecast to be considerably higher than budgeted, particularly in relation to tree safety works.
- 3 Actual to date primarily relates to vehicle purchase which is due to be transferred to a capital project.
- 4 Overspend due to spend on barn flooring and notice boards.
- 5 Forecast increased as a result of proceeds from sale of vehicles.
- 6 Reduced parking income forecast as a result of reduced demand and usage.
- 7 Actual to date relates to surplus on reserve from 2022/23 being transferred from balance sheet back to revenue in 2023/24.

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Natural Environment - Local Risk Revenue Budget 2023/24 - December 2023

FY 2022/23 Actuals £	ASHTEAD COMMON	Latest Approved Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Latest Approved Budget 2023/24		
					£	%	
300,701	Direct Employees	323,000	221,787	337,000	14,000	4%	1
2,124	Indirect Employees	2,000	3,084	3,000	1,000	50%	
71,588	Premises	79,000	41,182	115,000	36,000	46%	2
811	Transport	11,000	9,962	11,000	0	0%	
27,068	Supplies and Services	31,000	17,861	55,000	24,000	77%	3
402,343	Total Expenditure	446,000	293,876	521,000	75,000	17%	
(30,942)	Government grants	(20,000)	(52,127)	(52,000)	(32,000)	-160%	4
(4,703)	Other	(3,000)	(3,805)	(30,000)	(27,000)	-900%	5
(35,645)	Income	(23,000)	(55,933)	(82,000)	(59,000)	-257%	
366,698	Total Net Expenditure - Local Risk	423,000	237,944	439,000	16,000	4%	

Notes:

- 1 Projected overspend on salary costs based on actual incurred to date.
- 2 Projected overspend as a result of increased expenditure on grounds maintenance relating to works from the previous year due to drought.
- 3 Overspend explained by purchase of flail mower and water monitoring device.
- 4 Additional income from government grants as a result of more trees being worked on and an increase in the payment rates from the stewardship scheme.
- 5 Additional income projected from access licence.

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Committee(s): Epping Forest and Commons Committee – For decision	Dated: 25/01/2024
Subject: The Commons: Licences, sports, wayleaves and produce fees and charges for 2024/25	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3,4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts Interim Executive Director Environment.	For Decision
Report author: Geoff Sinclair, Assistant Director The Commons	

Summary

This report presents proposals for an October 2023 Retail Price Index based increase of 6.1% in 2024/25 on charges levied for licensed activities, produce sales and formal sports and this is forecast to generate additional income of £826.

In 2022/23 the licensing of activities and product sales at the Commons raised a total of £207,949.09

Car park charges raised a total of £155,937.66. Changes to car park charges are done periodically with the next uplift in charges proposed for April 2025

All income from produce, licences and charges is fully reinvested in the management of The Commons with all income credited to the relevant charity’s local risk budget.

Recommendation

Members are asked to:

- Note the income generated in 2022/23 from charged activities in The Commons and
- Agree the proposed licence fees and sports charges for 2024/25 as itemised in Appendix 2
- To Delegate Powers to the Superintendent to make minor variation to these fees in respect of filming and other licensing where it appears to the Superintendent that the scale of activity and impact upon the Forest indicates that a different fee is required in order to ensure an appropriate contribution towards the costs incurred by the Conservators in connection with the Commons.

Main Report

Background

1. This report encompasses several different activities on the portfolio of sites across The Commons for which a charge is levied. The charges are made to record the use and to reflect the costs incurred by the City of London in administering and enabling the activity and (where relevant) an appropriate contribution towards the costs incurred by the Corporation in connection with The Commons. All income is reinvested into the management of The Commons in accordance with the City Corporation financial regulations. These charges are separate to income received from donations.
2. The use of The Commons for siting of equipment or for certain activities requires a licence. Licences are administered through a small steering group of officers pursuant to delegated authority and in some circumstances, staff are consulted before a decision is made to ensure there is an equitable and transparent decision-making process
3. All activities are regulated with due regard to the Open Spaces Acts of 1878 and 2018 and any other relevant statutory provisions and, where relevant, the adopted Schemes and Policies.

Current Position

4. Below is listed the income raised from the various chargeable activities at The Commons in 2022/23 with the previous year's figures provided for comparison. The charges for 2023/24 are given in Appendix 1.

Income Activity	2021/22	2022/23
Licensing	£4,620.20	£5,208.62
Produce Sales	£642.17	£19,923.67
Filming (COVID affected)	£67,848	£174,485.00
Wayleaves	£8,291.16	£8,011.80
Room Hire	£700	£320
TOTAL Excl Car parking charges	£83,525.70	£207,949.09
Car Parking Income	£198,514.53	£155,937.66
TOTAL Incl Car parking charges	£282,040.23	£363,886.75

5. The difference in income between the two periods is down to greater than expected income from filming at Burnham Beaches which helped to make up a shortfall in car parking income which has been down due reduced numbers of visitors during a wet autumn.

6. All the licencing information, pricing, terms, and conditions are publicly available, and this process ensures appropriate licences and charges are administered in a fair and transparent manner.
7. Wayleaves are currently charged for private motorgate, and commercial premises access across The Commons.

Options

- a. Option 1 – To increase licence, sports and produce charges (Excluding locally benchmarked charges of filming and car parking) at a figure of 6.1% as detailed in Appendix 2 and to Delegate Powers to the Superintendent to make minor variation to these fees in respect of filming and other licensing where it appears to the Superintendent that the scale of activity and impact upon the Forest indicates that a different fee is required **This is recommended.**
- b. Option 2 - To keep charges as they are. This would be in effect a real terms price cut whilst inflationary increases would still apply to our own expenses and would need to be absorbed by the relevant local risk budget. **This is not recommended**

Proposals

8. Proposed charges for 2024/25 are itemised in detail in Appendix 2. The list of charges has been made as complete as possible to ensure all areas of charging are included. When setting fees and charges, officers in the natural environment charities considered the following:
 - a. The RPI rate is normally used to set the increase percentage. Given current inflationary levels and cost of living, a figure of 6.1% has been settled on across Epping Forest and the Commons charities.
 - b. The budget requirement to generate additional income and to reduce the requirement to make further expenditure savings.
 - c. The benchmarking of the charges and quality of provision with those of neighbouring facilities, which in many instances are our competitors. In some instances, we will therefore not benchmark against our own properties.
 - d. Work towards attaining full cost recovery, recognising that staffing, equipment, and material costs may have increased greater than 6.1% in some cases.
9. Car parking charges are revised periodically due to the cost of changing signage and other similar operational needs. The next revision is scheduled for April 2025 and work to progress this will be undertaken during 2024. A further report will be presented to Committee following the review.
10. Filming charges are benchmarked to similar local providers and will remain the same pending future reviews of charges by local providers.
11. To Delegate Powers to the Superintendent to make minor variation to these fees in respect of filming and other licensing where it appears to the Superintendent that the scale of activity and impact upon the Forest indicates that a different fee

is required in order to ensure an appropriate contribution towards the costs incurred by the Conservators in connection with the Commons.

Key Data

12. Overall earned income and grants raised £675,940.40 in 2022/23. The 6.1% increase is only applied to some categories as proposed in this report as some income such as grants cannot be altered.

13. During the period £264,696.91 was raised from local development to cover a 5-year Section 106 funded project. A further £479,297.05 was raised via Buckinghamshire Council and mitigation charges made on development within 5.7 km of Burnham Beaches Special Area for Conservation

Corporate & Strategic Implications

Strategic implications

14. These charges support the Corporate Plan Policy aims and priorities

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

Financial implications

15. 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. The Duty to recover costs must be subject to any other overriding statutory provision.' The change to the standard fees of 6.1% will raise a further £826 of income from wayleaves, licences and room hire

Legal Implications

16. **Charity Law:** In its role as trustee of the Ashted Common, Burnham Beeches & Stoke Common and West Wickham & Spring Park and Coulsdon Commons registered charities (numbers 1011510, 232987, 232988 and 232989) the City Corporation is under a duty to act in the best interests of the charity.

17. **Produce Sales:** The City Corporation's charity trustee duty 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.

18. **Events and Filming:** Section 7 of the City of London Corporation (Open Spaces) Act 2018 provides additional powers to hold and charge for events (including filming) on The Commons having regard to an agreed events policy.

19. **Sports Pitches:** Section 76 of the Public Health Acts Amendment Act 1907 (applied to the Commons by Section 4 of the City of London (Various Powers) Act 1933) allows for areas for cricket, football and games to be set apart. Section 56 of the Public Health Act 1925 (applied to the Commons by Section 4 of the City of London (Various Powers) Act 1933) allows for reasonable sums to be charged for their use.

20. **Car Parking:** Section 9(2) of the City of London (Various Powers) Act 1977 allows for areas of parking to be provided for the purpose of providing or improving opportunities for the enjoyment of the open spaces by the public. Under section 9(4) of the 1977 Act, reasonable charges may be made for any facilities under section 9

Property Implications

21. Licensing various third-party temporary activities that the City Corporation is willing to permit across The Commons should ensure that the City Corporation retains full and proper control of the sites and able to prevent misuse or damage.

Charity Implications

22. 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. 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.

Resource Implications

23. Fees and charges reflect the whole cost to the charities and seek as a minimum to achieve whole cost recovery.

Risk Implications

24. Raising fees by the proposed 6.1 % may attract negative publicity for the City of London Corporation possibly mitigated by the car park charges remaining unchanged.

Equalities Implications

25. Charitable and not for profit organisations receive a 50% discount on most fees and charges. This allows smaller and large charitable organisations and community groups to use The Commons at a lower cost whilst still meeting the core costs to The Common's charities from the impact of that activity.
26. Providing consistency in charging and decision making through the licencing of activities provides equality of opportunity to individuals and groups applying to use The Commons.

Climate implications

27. Licences seek to control the number, location and suitability of activities on The Commons to protect its environment. Sustainability criteria is included in heads of terms for larger events.

Security implications

28. Licences ensure that activities held on The Commons comply with all health, safety and other relevant legislation and enables basic due diligence to be undertaken on the licensee.
29. The Natural Environment Department Events Policy does not allow:
 - i. Events which could be damaging to community relations
 - ii. Events associated with extremist organisations or proscribed organisations
 - iii. Events which are considered discriminatory or offensive
 - iv. Illegal activities

Conclusion

43. The City Corporation's The Commons charging proposals ensure that as a charity where possible our expenses incurred due to third party use of our land are recouped and reinvested into the maintenance of The Commons and that activities can be checked to ensure relevant safety and legislative measures are met.

Appendices

Appendix 1 – 2023/2024 charges
Appendix 2 - Proposed charges 2024/25

Background Papers

1. The Commons - Licences, sports, wayleaves and produce fees and charges
EF&CC Report 26 Jan 2023
2. Open Spaces Departmental Events Policy (Part One) undated
3. The Commons, Open Spaces Departmental Events Policy (Part Two) undated

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THE COMMONS LICENSING CHARGES - 2024/25

Increase 6.1%

*****ALL CHARGES ARE SUBJECT TO VAT IN ADDITION UNLESS INDICATED OTHERWISE*****

Standard Application Fee	2024/25 CHARGES		When Payable
	£	£	
	33.00	67.00	On application (non-refundable)

All licences are subject to standard application plus licence fee charges as shown.

EVENTS				
Event	Notes	Description/ amount of participants	Charity/ non-profit	Commercial /Charities with turnover > £1,000,000
Events charges* *where events are free entry additional charges will be made relative to the loss of amenity / scale of event	Charges for small medium and large will be determined on levels of infrastructure being used and impact on other forest users, size of footprint as well as audience numbers	up to 50	EO E338	EO E972
		50-499	E438 + 5 % of ticket price	E376 + 5 % of ticket price
		500-4999	E2099 + 5% of ticket price	E3019 + 5% of ticket price
		5000+	by negotiation	by negotiation
Regular run/ walk/ cycle** events by clubs **events with under 25 participants where no charge is made will generally not incur a charge *please note we do not license competitive speed cycle clubs	Up to 20 events each year*	Less than 100	Annual Fee E243 (includes administration) plus 5% entrance fees	Annual Fee E486 (includes administration) plus 5% entrance fees
		100-500	Annual Fee E243 (includes administration) plus 5% entrance fees	Annual Fee E486 (includes administration) plus 5% entrance fees
Deposit (to reserve location and date)			25% of basic hire fee	15% of basic hire fee
Damage Deposit (Refundable)			£610 or 20% of hire fee whichever is the lesser	£610 or 20% of hire fee whichever is the lesser
Non event days (set up and dismantle)			15% of basic fee per day	15% of basic fee per day
Private events (wedding reception/party) max 150				£1,343

Regular events with more than 500 participants should be applied for through the events licence. * Capacity of the event site and impact on the sites will be considered and may limit the number of events in any one location

Events requiring the use of specific facilities must pay these in addition to the above charges

Item	Charge
Exclusive hire of car park	Prices on application but as a guide £126-£316 per bay per day or £5- £25 per vehicle where only part bays are required. Costs dependent on type of use/length of use/time of use and day of use.
Water	Use of building water supply or standpipe £67 per day or metered charge
Electricity	Use of City of London supplies £67 per day or metered charge

SPORTS COACHING OR TRAINING

Football pitch hire	Cowdson Common, 1 Football Pitch (for season)	E443
OTHER GUIDED ACTIVITY OR EDUCATIONAL OFFER		
Small Commercial Guided Walks and Tours eg Mindfulness	Up to max 100	E33 + 10% of ticketed price per participant E67 + 10% of ticketed price per participant
Forest Schools	Licence Tree surveying (as required)	E33 + 5% of fee charged per pupil Price on application

FILMING AND PHOTOGRAPHY

Commercial Photography	Standard shoot based on 12 hours per day	1st Hour fee £128.00 Any subsequent hours £196-£319
TELEVISION- Advertisement		£2811-£4123
FILMS- Feature		£2811-£4581
TELEVISION- Drama/Features		£1571-£2216
TELEVISION- Light Entertainment		£981-£1701
TELEVISION- Documentary		£524-£785
TELEVISION- News		No Charge
STUDENT PRODUCTION	Standard shoot based on 12 hours per day	No Charge
UNIT BASE- TV & Small feature films		£654.00
STAND BY DAYS (No work undertaken)		£654.00
SET DRESSING, CONSTRUCTION, PREPARATION & STRIKING DAYS		50% of filming fee
Non commercial Filming or Photography	Visits by staff necessitated by the nature of the shoot may require additional 'at cost' charges	E33 plus costs
Administration Fee		E160/application

Leaves may apply for non-commercial filming requests which require additional services. All leaves are calculated 'at cost' to COL and no reduction is possible.

OTHER USE OF LAND (To be paid in addition to the above charges)

Skips	Use of land	per week	E123.00
Hire of car parks for events or compounds over 8 hours			Price on application
Scaffolding	Area per day (m ²)		E1.57 per m ² per day + VAT
	Minimum overall charge inc admin		E278.00
Site compounds, storage, excavation/trenches	Area per day (m ²)	Small (under 5 m ²)	£6.40 per m ² per day +VAT
		Medium (5 m ² up to 10 m ²)	£5.00 per m ² per day + VAT
		Large (over 10 m ²)	£4.50 per m ² per day + VAT

This charge applies until all equipment is removed and amenity restored. An additional amenity charge may be levied.

Car Parking

Car Parking (all site in access The Commons)	Weekdays	Cars/motorbikes/vehicles up to 17 seats	E1.50 up to 2 hrs/ E3 all day
	Weekdays	Minibuses /coaches over 17 seats	E18.00 all day
	Weekends and Bank holidays	Cars/motorbikes/vehicles up to 17 seats	E3.00 all day
	Weekends and Bank holidays	Minibuses /coaches over 17 seats	E18.00 all day
	Blue Badge holders		Free
	Annual Permits	Single car	E180.00
	Annual Permits	Two cars	E260.00
	Monthly permit	Single car	E16.00
	Monthly permit	Two cars	E18.00
	Penalty Charge Notice		E70 (Reduced to E35 if paid within 14 days)

Staff Charges

STAFF Charges	Office time		E45/hour
	Head Ranger/Manager		E64/hour
	Consultants time		E34/hour
	Film Location Manager if deemed necessary		E52/day (upto 12 hours/day)
	Staff Supervision call out charge		E98/hour

Miscellaneous Charges

Room Hire at Ashhead and Merlewood - per hour		E55
Room Hire at Burnham Beeches - per hour		Half day E181- E227 Full day E159- E148 Refreshments E5.57 + VAT 2 head

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Resolution of Thanks to the Superintendent of Epping Forest

by Benjamin Murphy

To be presented on Thursday 25th January 2024

To the Epping Forest and Commons Committee of the City of London Corporation

Motion:-

“That the Members of this Committee take great pleasure in expressing to

Paul Thomson

their sincere gratitude and appreciation for the distinguished manner in which he has carried out the role of Superintendent of Epping Forest over the past 15 years.

Paul's affection for Epping Forest began as a child, having been raised locally. He was also married to his wife Louise at High Beach Church, the spiritual heart of the ancient woodland. Paul has brought his wealth of lived experience and understanding, his encyclopaedic knowledge of land management and his desire to deliver public improvements to this role.

The Epping Forest Act of 1878 makes clear that the primary duty of the Superintendent is to protect the forest from the many threats that it faces. Early in his career, Paul skilfully led a land registration exercise that saw Epping Forest land holdings formally registered with the Land Registry Office for the first time. This reduced the threat of encroachment substantially. He also led a review of the estate's property holdings, including 46 tenancies and 2,400 wayleaves, driving an income in charity profit from £675,000 to over £2 million, together with £4.6 million in property disposals for reinvestment purposes.

Paul has worked with conservation colleagues to scrutinise the 9 Local Planning Authorities which fall within the Epping Forest Special Area of Conservation's zone of influence. He has built consensus on the need to protect this internationally important asset, leading to a Mitigation Strategy with 7 local authorities.

Paul has led in the field of tackling environmental crime. Improved enforcement and information practice have led to best practices being adopted by the National Trust and New Forest.

Paul oversaw the successful submission and award of £6.8 million 'Branding Out' project to the Heritage Lottery Fund. This saw the restoration of the Butlers Retreat, Queen Elizabeth's Hunting Lodge and Chingford Visitor Centre.

As the second largest provider of football pitches in Europe, sports provision has formed an important part of Paul's duties. He was successful in obtaining £1.4 million in funding through the Football Foundation and London Marathon Grant Trust to modernize the Harrow Road Sports Pavilion while the Jubilee Retreat Clubhouse, home of running in Epping Forest, was revamped with £600,000 of funding from Sports England. The ongoing transformation of the City Corporation's own 'Royal' Chingford Golf Club has led to much-improved facilities for golfers.

Paul has overseen the introduction of fenceless conservation grazing technology at Epping Forest, which has now been internationally adopted by other conservation and farming organisations. He has delivered management plans on wood pasture and heathland restoration, the expansion of conservation grazing and the successful control of invasive species, pests and diseases. These efforts have resulted in a Natural England score for the Site of Special Scientific Interest of 83.66% favourable/unfavourable recovering.

During Paul's tenure, conservation management plans for Wanstead Parklands and Copped Hall were completed, which included the identification of a rare Tudor Square Pond. Improved archiving and artefact management saw Epping Forest achieve accredited museum status.

Paul has used his role as Superintendent to promote the unique relationship between the City of London Corporation, the Sovereign (delegated to The Ranger) and Epping Forest through a wide and varied range of activities, events and projects. Operationally, Paul has supported nationally important events including the London 2012 Olympics, the celebration of the Commonwealth Canopy and Queen's Green Canopy and the Covid-19 pandemic emergency response.

Paul's caring nature, attention to detail and steadfast commitment to protecting Epping Forest will make him a very hard act to follow, but he leaves Epping Forest in better shape than that which he had inherited.

We thank him, most sincerely, for consistently going above and beyond the call of duty to do so and wish him and his family the very best in his retirement.

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of the Local Government Act 1972.

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