



Epping Forest & Commons Committee

Date: THURSDAY, 23 JANUARY 2025
Time: 1.45 pm
Venue: COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL

Members:

Benjamin Murphy (Chairman)	Eamonn Mullally (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 Sir Nicholas Lyons	Verderer Nicholas Munday
Alderman Bronek Masojada	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Agenda

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on 28 November 2024.

For Decision
(Pages 7 - 20)

4. **MATTERS ARISING**

a) **Action Log (Pages 21 - 22)**

Report of the Town Clerk.

For Information

5. **SSI FEATURES ASSESSMENT - VERBAL UPDATE**

The Committee to receive a verbal update.

For Information

6. **EPPING FOREST CONSULTATIVE GROUP REVIEW OF THE TERMS OF REFERENCE (SEF 04/24)**

Report of the Executive Director, Environment.

For Decision
(Pages 23 - 36)

7. **RISK MANAGEMENT UPDATE**

Report of the Executive Director, Environment.

For Decision

Epping Forest

8. **ASSISTANT DIRECTOR EPPING FOREST UPDATE REPORT OCT-DEC 2024 (SEF 01/25)**

Report of the Executive Director, Environment.

For Information
(Pages 109 - 122)

9. **EPPING FOREST FIVE YEAR BUSINESS PLAN 2025-30 (SEF 06/25)**

Report of the Executive Director, Environment.

For Decision
(Pages 123 - 132)

10. **EFCC BUDGET ESTIMATE REPORT 2025-26 APPENDIX 1 FINAL (1)**

Joint Report of the Chamberlain and the Executive Director, Environment.

For Decision
(Pages 133 - 144)

11. **ROOKERY WOOD RESERVOIR REMEDIAL WORKS**

Report of the Executive Director, Environment.

For Decision
(Pages 145 - 170)

12. **CARBON REMOVALS PROJECT WORKSTREAM ON EPPING FOREST & BUFFER LANDS LEAKY DAMS (SEF 03/25)**

Report of the Executive Director, Environment.

For Decision
(Pages 171 - 182)

13. **LICENCES FEES AND CHARGES 2025/26 (SEF 02/25)**

Report of the Executive Director, Environment.

For Decision
(Pages 183 - 200)

14. **EPPING FOREST TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024**

Report of the Executive Director, Environment.

For Information
(Pages 201 - 240)

15. **SUMMARY OF MEDIA COVERAGE FOR EPPING FOREST AND THE COMMONS (2024)**

Report of the Executive Director, Environment.

For Information
(Pages 241 - 250)

Burnham Beeches & The Commons

16. **BUDGET ESTIMATES 2025/26 - THE COMMONS CHARITIES**

Report of the Executive Director, Environment.

For Decision
(Pages 251 - 274)

17. **BURNHAM BEECHES AND CITY COMMONS FIVE YEAR BUSINESS PLAN 2025-30**

Report of the Executive Director, Environment.

For Decision
(Pages 275 - 292)

18. **THE COMMONS: LICENCES, WAYLEAVES AND PRODUCE FEES AND CHARGES FOR 2025/26**

Report of the Executive Director, Environment.

For Decision
(Pages 293 - 312)

19. **ASHTEAD COMMON TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024**

Report of the Executive Director, Environment.

For Information
(Pages 313 - 342)

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

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

Part 2 - Non-Public Agenda

22. **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

23. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 28 November 2024.

For Decision
(Pages 343 - 348)

24. **MARKETING OUTCOME – BUFFER LAND AT CLAYS LANE NORTH (SEF07/24)**

Report of the City Surveyor and the Executive Director, Environment.

For Decision
(Pages 349 - 362)

25. **REQUEST FOR THE PROVISION OF A DEED OF GRANT EASEMENT (SEF 05/25)**

Report of the Executive Director, Environment.

For Decision
(Pages 363 - 420)

26. **TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES – OUTCOMES OF THE NATURAL ENVIRONMENT CHARITIES REVIEW**

Joint Report of the Executive Director, Environment, the Interim Managing Director of City Bridge Foundation and the Chamberlain.

For Information
(Pages 421 - 466)

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

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

Part 3 - Confidential Agenda

29. **RESTRUCTURE REVISION (SEF 08/25)**

Report of the Executive Director, Environment.

For Decision

EPPING FOREST & COMMONS COMMITTEE

Thursday, 28 November 2024

Minutes of the meeting of the Epping Forest & Commons Committee held at
Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 28 November 2024
at 10.00 am

Present

Members:

Benjamin Murphy (Chairman)
Caroline Haines (Deputy Chairman)
George Abrahams
Jaspreet Hodgson
Alderman Vincent Keaveny, CBE
Alderman Sir Nicholas Lyons
Alderman Bronek Masojada
Eamonn Mullally (Ex-Officio Member)
David Sales
Philip Woodhouse

In Attendance:

Verderer William Kennedy
Verderer Paul Morris

Officers:

Connie Dale	- Chamberlain's Department
Clem Harcourt	- Chamberlain's Department
Simon Owen	- Chamberlain's Department
Richard Skok	- Chamberlain's Department
Anna Cowperthwaite	- Comptroller and City Solicitor's
Emily Brennan	- Environment Department
Jacqueline Eggleston	- Environment Department
Joanne Hill	- Environment Department
Jo Hurst	- Environment Department
Geoff Sinclair	- Environment Department
Katie Stewart	- Executive Director, Environment
Heinz Traut	- Environment Department

1. APOLOGIES

Apologies were received from Verderer Nicholas Munday.

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

No declarations were made.

3. MINUTES

3.1 **Draft Minutes of the Epping Forest & Commons Committee held on 19 September 2024**

RESOLVED – That, the public minutes and the non-public summary of the meeting held on 19 September 2024.

3.2 ***Informal Note of the Epping Forest & Commons Committee held on 19 September 2024**

RESOLVED – To note the contents of the note.

4. MATTERS ARISING

4.1 **Action Log**

The Committee received the Action Log and, during the discussion the following points were noted:

- a) Officers reported, with regard to Action 2022-1: The Lodges: Income Generation, that a project team had been established to prioritise the backlog of work. Officers stated they would provide a regular update in the Assistant Director's report at each Committee meeting going forward. The Committee agreed to close the Action.
- b) Officers stated, on Action 2023-2: Target Operating Model Review, that vacancies were being filled following TOM process to ensure new managers were in place before a team was recruited and there had been some delay due to the Ambition 25 project which itself had been delayed. Officers informed they would seek to tweak job descriptions rather than introduce wholesale changes.
- c) The Chairman indicated he wanted to see an update on SAMS income and what that meant for hiring staff to support the community ranger aspect that had worked in The Commons.
- d) It was noted by Officers that there had been a delay in recruiting a permanently funded access and development manager which would look at strategic access across the Forest, but would look to carry out a large advertisement in January to recruit for roles.
- e) The Chairman requested an update to ensure there had been good progress on the TOM and whether apprenticeships were being embedded into the team.
- f) Officers, in reference to Action 2024-7: Funding, informed Committee that a BNG consultant had been appointed and a Member working group

would be established on income generation to support officers in progressing work. Officers also stated they would be looking to appoint a fundraising consultant as part of Natural Environment Charity Review on a fixed-term basis.

RECEIVED.

5. ***PRESENTATION FROM THE FIELD STUDIES COUNCIL**

The Committee received a presentation from the Field Studies Council.

During the discussion, the following points were made:

- a) Members asked how the Field Studies Council marketed itself. Helen Robertson noted that word-of-mouth positive experiences were valuable and informed the Committee there was an 80% re-booking rate. The Council also had a dedicated market team, and they noted that one of the challenges was getting into schools who were interested in the Council's work.
- b) It was suggested by a Member that the Field Studies Council may want to look toward organisations supported through the Lord Mayor's Appeal previously, most notably youth centres.
- c) The Committee queried where the Epping Forest Centre sat in relation to the national offering. Helen Robertson explained it was one of the leading centres and a lot of the work that had been done at that site had been used to support work in other places and their experience in delivering day business to a diverse group of people in short lengths of time was a significant contribution to the whole Council.
- d) A Member warned there was a danger of the organisation being forgotten post-Covid and it was important the Committee listened to the Council regarding investment needed.
- e) It was queried whether the Education Board, and the City of London schools, were well acquainted with the correct person from the Council to speak to.
- f) The Committee discussed whether the Council engaged with the Livery Companies as they could sponsor rooms for relatively modest amounts to produce some recurring income. Helen Robertson indicated this was a good idea and wanted to discuss it further.
- g) A question was raised as to how many students at the study centre came from socio-economic groups D&E. Helen Robertson explained she did not have detailed data on the breakdown of customers due to the way bookings were received from school which made it difficult to obtain information on individual attendees. However, data could be used for the school and treated as an assumption across their groups.

- h) A Member queried if any field testing had been done in relation to Artificial Intelligence (AI), especially in external environments. Helen Robertson confirmed field testing had not been done yet.
- i) The Chairman indicated a need for governance arrangements to be addressed as there was an agreement and an operational model that was not well documented for the present day and the Committee needed to understand how issues were reported and prioritised by Committee, and whether they were funded through CWP or capital funding.
- j) The Chairman also expressed the need for a clear escalation process for the Committee to decide next steps and suggested it would be beneficial to involve a few Members in the conversation about livery funding and other income streams for the Council.
- k) It was raised by the Chairman that there was a need to consider how to integrate the Field Studies Council's need for visitors into the forest transport strategy that was currently being worked on with the FDC and that there was a need to address areas based on data provided regarding where visitors were coming from to avoid coaches continually entering and leaving the SAC.
- l) The Deputy Chair indicated there was much more scope for a more proactive link between the education unit and the environmental learning unit and suggested a targeted pack of information could go to the eighteen City of London schools, as well as associated schools.
- m) The Deputy Chair noted that schools within the City Schools family could now apply for partnership and strategic funding for outdoor activities and any school could request transport assistance for visits to City-owned sites through the visits fund.

6. ANNUAL REVIEW OF THE TERMS OF REFERENCE

The Committee received a report which included the Terms of Reference for the Committee's consideration before submission to the Policy and Resources Committee.

During the discussion, the following points were made:

- a) The Chairman expressed concerns that the Terms of Reference, in relation to paragraph 4, did not also refer to the overall policy laid down by the Court of Common Council and other committees that were relevant to making policy decisions.
- b) The Chairman also indicated a need for a reference to the Charity Commission's guidance in relation to trustee decision making and conflicts of interest. However, the Chairman indicated the Natural Environment Charities Review would cover these issues in due course.

RESOLVED – That, Members:

- Approved the terms of reference of the Epping Forest & Commons Committee, subject to the above comments, for submission to the Court of Common Council in April 2025, 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 Chair.

7. *ASSISTANT DIRECTOR EPPING FOREST UPDATE REPORT, JULY - SEPT 2024 (SEF 18/24)

The Committee received a report which presented key information on business activity aligned to objectives for Epping Forest for the period July 2024 – September 2024.

During the discussion, the following points were made:

- a) Officers reported that calving was taking place with thirty successful births so far and another eight to come.
- b) A Member sought an update on the TOM2 and staff survey feedback. Officers explained they had considered responses and pulled together an action plan which looked at improved communications, regular training, and development.
- c) Officers indicated informal feedback they had received since action had been taken, following the staff survey, indicated a significant improvement in morale over the last year and noted the TOM process had led to an increase in staff. The Chairman highlighted work done by Officers on inductions and positive changes to the workplace environment.
- d) Concerns were raised by Members on the increase in fly tipping. The Chairman informed the Committee pressure had been placed on local authorities to remove barriers to using recycling centres and tips and noted there was a joint bid for funding for CCTV with Essex Police at specific hotspots.
- e) A Member suggested reviewing the impact of filming at Epping Forest. Officers told the Committee they were currently working on a Natural Environment-wide filming policy and would come back to the Committee with an update. The Chairman queried if there was a final deadline earmarked. Officers indicated it was likely to be in Q1.
- f) A query was raised on what outcomes had been achieved as a result of current policy toward rough sleeping and drug use at Wanstead Flats. Officers explained the keepers, the enforcement team and the street scene team had cleared camps and the Metropolitan Police had been conducting drop-ins to encourage dispersal which was making it

gradually more difficult for the camps to settle. Officers indicated they were signposting vulnerable people to relevant agencies and forward care.

- g) A Member questioned what opportunities there were for metrics or key performance indicators (KPIs) that demonstrated trends and competing priorities. Officers stated that a revised business plan would come to Committee in January and explained Officers were trying to analyse what staff and funding resource was being used and more detail would come in the project prioritisation report.
- h) The Chairman indicated he encouraged senior Officers to work from some of the Open Spaces as it would assist with understanding issues on the ground. Officers noted discussions were underway at the wider extended leadership board for buddying up at sites and was keen to see other Officers visit the sites.
- i) The Chairman highlighted the need for a standalone website if the charity was serious about sharing visitor information and key data from decisions, as well as engaging with the public to release efficiencies for issue reporting. He also noted there had been agreement for a working group to discuss building that going forward.

RESOLVED – To note the contents of the report.

8. **EPPING FOREST AND COMMONS PROJECT PRIORITISATION (SEF19/24)**

The Committee received a report which provided a summary of proposed projects and workstreams for Epping Forest and The Commons' respective business plans with the results of a prioritisation exercise to determine which projects should be prioritised above others.

During the discussion, the following points were made:

- a) In relation to Epping Forest, the Chairman indicated that feedback from stakeholder groups on priorities did not match the key workstreams reflected in the prioritisation outcomes, and queried how the user voice was being considered. Officers explained the projects highlighted in blue were priorities identified by the Epping Forest Consultative Group (EFCG) and did not score as highly when they were applied to the prioritisation matrix. Further work was needed to pull out genuine priorities taking a range of relevant factors into account.
- b) Officers noted that the prioritisation matrix would pull out a lot of communication and community-based projects as they hit a number of categories under the Natural Environment strategies. Officers assured they would carry out more work on priorities alongside the development of the business plan.

- c) Officers from The Commons indicated there were several projects that had been discussed on site visits that had not gone through formal committee processes yet, but were in the matrix and were largely focussed on income generation opportunities for Coulsdon Commons.
- d) The Chairman emphasised the need to build on the work done on the Natural Environment strategies and there was also a need to build in site specific issues to ensure additive work was not just prioritised over mandatory maintenance work that should be prioritised.
- e) A Member requested information on how conclusions and data was prepared with regard to the project prioritisation process.
- f) Another Member drew attention to the proposed review on horse riding at Epping Forest, and stated that horse riders caused less damage than cyclists. It was suggested that consideration be given to whether cyclists needed to pay to access the Forest.
- g) The Chairman noted that the issue of charges had been looked at previously over the years and it had been considered whether payment for a license for horse riding should still be occurring as it did not raise a significant amount of income.
- h) The Chairman explained it would be difficult to agree practically how to regulate the licensing of cyclists at Epping Forest as the appropriate resources were not available currently and noted there was work to be done on education around the charity's sites and involving technology in that was important.
- i) The Deputy Chair stated Officers were collecting responses from the EFCG as to how it would be repurposed and suggested that issues such as cycling could be addressed through that forum as Group members could disseminate information through the local neighbourhood.
- j) A Member stated while it would be difficult to monitor cyclists, they felt that many would not use cycles if they were not allowed to do so and those who did would use them responsibly if a license was in place. The Member also suggested a review of cycling was needed.
- k) Attention was drawn to the improved signage around the Hill Forts at Epping Forest and a Member was pleased to report it had made a significant difference and suggested this was an approach that could be taken with cyclists.
- l) The Chairman indicated the Committee did not wish to approve the final product of the project prioritisation process as it stood as it needed to come back to Committee but could approve the direction of travel.

RESOLVED – That, acting for and on behalf of the City Corporation in its capacity as Conservators of Epping Forest and Trustee of the Epping Forest Charity, Members:

- Endorsed the direction of travel of the prioritisation exercise for Epping Forest and requested that the project prioritisation process report and recommendations for workstreams return to Committee at a later date for formal approval.
- Noted the Epping Forest Consultative Group prioritisation polling results included in Appendix 2.

That, acting for and on behalf of the City Corporation in its separate capacity as Trustee for each of the Burnham Beeches and Stoke Common Charity, Ashted Common Charity, Coulsdon and other Commons Charity, and West Wickham Common and Spring Park Wood Charity, Members:

- Endorsed the direction of travel of the prioritisation exercise as relevant to each of the above-mentioned charities and requested that the project prioritisation process report and recommendations for workstreams return to Committee at a later date for formal approval.
- Noted the existing workstreams for The Commons set out in Appendix 3, which have not been included within the project prioritisation process.

9. **RISK MANAGEMENT UPDATE**

The Committee received a report which was presented to provide it with assurance that risk management procedures in place within the Environment Department are satisfactory and that they meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011.

RESOLVED – That, Members confirmed, on behalf of the City Corporation as Trustee of each charity as relevant, that the Summary Risk Registers appended to the report satisfactorily identified the key risks to each of the charities and that appropriate systems were in place to effectively identify and mitigate risks.

10. ***FINANCE PROGRESS REPORT 2024/25 (PERIOD 6 APRIL – SEPTEMBER) – EPPING FOREST CHARITY**

The Committee received a report which provided an update on the finance position as at Period 6 (April – September) 2024/25 for the Epping Forest charity and sets out the charity's revenue operating budget position to date and projected year-end outturn, current live capital projects and outstanding debt position. The report also provided additional information on the various reserve funds held and other finance information relevant to the charity.

During the discussion, the following points were made:

- a) The Chairman noted that the Natural Environment Charities Review would make recommendations to change how the budgeting process was looked at.

- b) The Chairman also noted that there was a significant amount of self-funding of the charity and it was making progress on income-raising solutions.
- c) The Chairman indicated that Members wanted more oversight and decision-making on unallocated, restricted funds and hoped, through the project prioritisation and business planning, that the charity could start to make some of those decisions more clearly.

RESOLVED – To note the contents of the report.

11. ***THE COMMONS – ASSISTANT DIRECTOR'S QUARTERLY UPDATE, JULY TO SEPT 2024**

The Committee received a report which presented key data for Burnham Beeches and The Commons for the period July 2024 – September 2024. The report was in a revised format and was still being developed to more closely align reporting to Business Plan outcomes. Finance and risk reporting was being undertaken through separate reports.

During the discussion, the following points were made:

- a) Officers informed that the recent storm did not cause a significant amount of damage and Kenley was the most impacted as quite a few paths had to be closed, and Burnham Beeches also had to be closed for two days due to wind speeds.
- b) Officers also noted that the rural payments dispute had been concluded.
- c) The Chairman noted that the Natural Environment Charities Review would look at how decisions would be taken for some of the Commons charities and consider potential options for amalgamation if that was the preferred outcome.
- d) The Chairman highlighted the local authority was active engaging with the Burnham Beeches and Stoke Common charity on questions and consultations and stated that the Leader of the Council spoke in detail at the Lord Mayor's visit to Burnham Beeches on the impact of planning legislation and issues on Burnham Beeches.
- e) The Chairman confirmed that the visit to Burnham Beeches and lunch at Dorneywood would take place on 24 September 2025.
- f) Officers confirmed that a venue for the Ancient Tree Conference had been secured and the conference would take place on the 25th and 26th June 2025.

- g) A Member asked for the dates to be added to Outlook calendars as soon as possible. The Chairman confirmed that would be followed-up with the Town Clerk.

RESOLVED – To note the contents of the report.

12. ***FINANCE PROGRESS REPORT 2024/25 (PERIOD 6 APRIL - SEPTEMBER) - THE COMMONS CHARITIES**

The Committee received a report which provided an update on the finance position as at Period 6 (April and September) 2024/25 for each of the Commons charities and set out each charity's revenue operating budget position to date and projected year-end outturn, current live capital projects and outstanding debt position. It also provided additional information on the various reserve funds held and other relevant finance information.

During the discussion, the following points were made:

- a) The Chairman highlighted the reduction in outstanding debts over 120 days.

RESOLVED – To note the contents of the report.

13. **SURREY HILLS AONB BOUNDARY EXTENSION PROPOSALS – 2ND CONSULTATION**

The Committee received a report which proposed that the City Corporation supported Natural England's recommendation to include Woodplace Farm Field and New Hill in the Surrey Hills National Landscape (SHNL) with a closing date for comments being 10 December 2024.

During the discussion, the following points were made:

- a) The Chairman drew attention to an expected decision by the Department for Environment, Food and Rural Affairs (DEFRA) on reduction of funding to the Natural Landscapes and stated when the report on the potential inclusion of Farthing Downs in the AONB was first brought to Committee, one of the benefits of having a relationship with the AONB was considered to be improved access to external grant funding.
- b) The Chairman noted there were other benefits to AONB inclusion, such as access to work at the landscape scale and the access to the expertise and collaboration.
- c) The Chairman suggested the DEFRA decision would likely lead to staff being cut from the National Landscapes teams. Officers agreed and added that the nature of the funding climate meant that the more it could be shown the charities were helping to deliver national priorities, the more helpful that was likely to be to the charities in accessing relevant external grant funding.

RESOLVED – That, Members:

- Supported the inclusion of Woodplace Farm Field and New Hill in the proposed Happy Valley extension to the Surrey Hills AONB (Option 2);
- Authorised the Executive Director, Environment to respond to Natural England’s consultation process on the proposed extension of the Surrey Hills AONB.

14. *REPORT OF ACTION TAKEN

The Committee received a report which provided details of decisions taken under Urgency Procedures (Standing Order 41a) between Committee meetings.

RESOLVED – To note the contents of the report.

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

No questions were received relating to the work of the Committee.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman informed the Committee that a formal request would be made to invite Natural England to provide a presentation at the meeting in January on the Sites of Special Scientific Interest condition assessments.

17. 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.

18. NON-PUBLIC MINUTES

18.1 Draft Non-Public Minutes of the Epping Forest & Commons Committee held on 19 September 2024

RESOLVED – That, the non-public minutes of the meeting held on 19 September 2024 were approved as a correct record.

18.2 *Informal Non-Public Note of the Epping Forest & Commons Committee held on 19 September 2024

RESOLVED – To note the contents of the note.

19. ***UPDATE ON RANGERS JUBILEE - VERBAL UPDATE**

The Committee received a verbal presentation from the Superintendent of Epping Forest.

20. ***VERBAL PRESENTATION ON INSURANCE CLAIMS MANAGEMENT REPORTS**

The Committee received a verbal presentation from the Superintendent of Epping Forest.

21. **CARBON REMOVALS PROJECT – GREY SQUIRREL SURVEYS & PINE MARTEN STUDY (SEF 20/24)**

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

22. **THE GROTTO, WANSTEAD PARK RESTORATION 2024-26**

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

23. ***REPORT OF ACTION TAKEN - NON-PUBLIC**

The Committee received a report of the Town Clerk.

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

There were no non-public questions on matters relating to the work of the Committee.

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

Five items of other business were considered that the Chairman considered urgent and of which the Committee agreed should be considered whilst the public were excluded.

The meeting ended at 12.16 pm

Chairman

Contact Officer: Callum Southern

Callum.Southern@cityoflondon.gov.uk

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Epping Forest & Commons Committee
Action Log



		resource across all 8 charities. To complete by end Mar 25.			
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Agenda Item 6

Committee(s): Epping Forest and Commons Committee - For Decision	Dated: 23/01/2025
Subject: Epping Forest Consultative Group Review of the Terms of Reference (SEF 04/24)	Public
This proposal a) delivers Corporate Plan 2024-29 outcomes Leading Sustainable Environment Flourishing Public Spaces: Diverse Engaged Communities b) provides business enabling functions	
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Katie Stewart, Environment Department
Report author:	Juliane Heinecke, Epping Forest

Summary

This report proposes additional changes to the Terms of Reference for the Epping Forest Consultative Group, primarily to reflect the outcome of a recent consultation with the current members of that group regarding frequency of meetings.

Renewal of the group membership is due but will be delayed until May 2025 to allow for additional advertising of the vacancies in the light of the revised Terms of Reference.

Recommendation(s)

Members are asked to:

- Agree, in principle, the revised Terms of Reference for the Epping Forest Consultative Group.
- Authorise the Superintendent, in consultation with the Chair and Deputy Chair of the Epping Forest and Commons Committee, to finalise the Terms of Reference.
- Agree to hold over the current membership of the Epping Forest Consultative Group until May 2025.

Main Report

Background

1. The Epping Forest Consultative Committee (EFCG) met for the first time in January 2018, following an application process in Autumn 2017 involving membership organisations interested in the use and management of Epping Forest, with sixteen places available according to the agreed Terms of Reference.
2. In 2017 nineteen applications were received, three of which did not meet selection criteria, the remaining sixteen were therefore appointed.
3. In 2021, thirty-eight applications were received, with your Committee approving a total of seventeen appointments including one co-opted appointment, Theydon Bois & District Rural Preservation Society.
4. In 2022, a further co-opted appointment, Epping Forest Conservation Volunteers, was approved.
5. A series of changes to the Terms of Reference were approved at your November 2023 Committee to reflect administrative changes and learning points for previous membership applications and admissions processes, as well as including the new name of EFCG.
6. Under the Terms of Reference (Appendix 1) membership is established for three years, after which the application and appointment process is begun anew. Invitations for Expressions of Interest in the next three years of the Consultative Group were therefore launched in August 2024.

Current Position

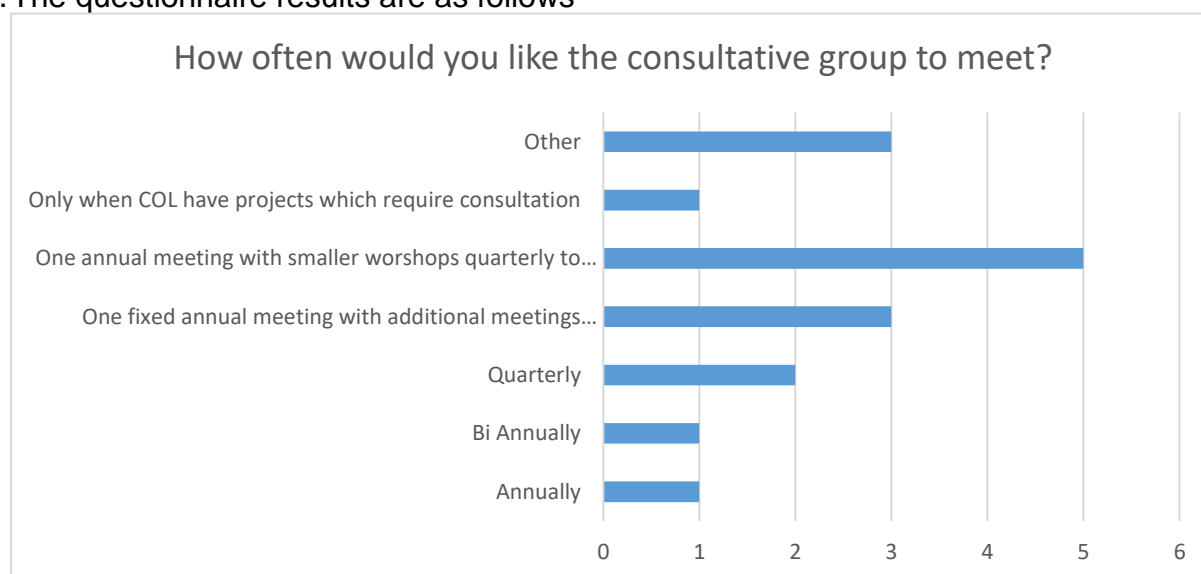
7. The opening of the application process was broadcast through City of London Social Media, Forest Focus, direct mailing and through existing membership, starting w/c 12 August with a closing date 20 September 2024.
8. Due to the lack of applications, the deadline was extended. However, there were still insufficient applications to fill the proposed 16 places as outlined in the Terms of Reference.
9. Officers initiated discussion at the following EFCG in November 2024, to ascertain what changes could be made to the way the Group operates that may make membership more appealing.
10. The Group felt that, particularly subsequent to the changes made in the Terms of Reference in 2023, that EFCG was not performing effectively as a consultative body. As the group no longer saw papers prior to the Epping Forest and Commons Committee, it was felt the Group had reduced ability to comment and

were not being effectively consulted. A follow up questionnaire was then sent to members.

11. It was generally agreed by members that it would be preferable to meet on occasions as a response to issues that may arise that require consultation and an informed discussion. There was still a desire to have at least one formal meeting every year, such as an AGM, to ensure the group had the opportunity to meet and discuss a formal agenda.

12. Members also favoured a workshop approach to improve engagement from all members with papers and information sent well in advance of meetings.

13. The questionnaire results are as follows



14. A full summary of the questionnaire is contained in Appendix 2.

Options

15. Option 1 – Agree, in principle, to the revised and clarified EFCG Terms of Reference, and authorise the Superintendent, in consultation with the Chair and Deputy, to make further amendments, prior to finalising the Terms of Reference. In addition to hold over existing membership pending further advertisement of the vacancies and bring the new applications for membership of the EFCG to your Committee in May 2025 for decision. **This option is recommended.**

16. Option 2 – Do not agree to revision of the EFCG Terms of Reference. Select membership of the EFCG for the next three years from the currently available submitted applications. This does not respond to the wishes of the existing members and will result in several vacancies. **This option is not recommended.**

Proposals

17. The EFCG Terms of Reference in Appendix 1 have been updated to reflect the views of the members of the EFCG with regard to meeting frequency and format. They propose an annual general meeting and a further minimum of two in-person

meetings a year that may take the form of a workshop and detailed discussion and / or on-site visits to consider issues in more depth. Members would then make recommendations or feedback to the Epping Forest and Commons Committee for their consideration.

18. An additional clarification in clause 20 has been added regarding the meaning of a 'political party'. Previously this term was not expressly defined, and this has been clarified by including reference to whether a party is registered under [Part 2 of the Political Parties, Elections and Referendums Act 2000](#). There is at least one member of the group likely to come within this definition and not be eligible for membership at the next appointment round. However, this organisation would then be eligible to attend an alternative engagement forum held with local authority representatives.
19. If agreed in principle by your Committee, it is proposed that the revised EFCG Terms of Reference be circulated to members of the EFCG before being finalised by the Superintendent, in line with the authorisation being sought in the recommendation.
20. Officers will then do further advertisement for membership of the EFCG, using the Revised Terms to describe the role and format of this group in future. This may help to generate more applications. Any existing applications already submitted would be retained and not required to make any further application. It is envisaged that the recommendations for acceptance of the new membership of the EFCG would then be brought to your Committee for decision in May 2025.
21. In the meantime, the existing members would continue to be the representatives on EFCG. The formal meeting that would normally take place in February will not occur, but officers will instead schedule a site meeting with the group to have a detailed discussion on the subject of paths, as has already been requested by members.

Corporate & Strategic Implications

22. Strategic implications – The EFCG supports the Corporate Plan - Leading Sustainable Environment Flourishing Public Spaces: Diverse Engaged Communities
23. Financial and resource implications – The resources required for room hire, light refreshments, the publication of agendas; reports and minutes will be provided by the support staff at Epping Forest.
24. Legal implications – The EFCG is a consultative group, rather than a formal statutory committee, and its constitution is not subject to specific legislative provisions. The Epping Forest and Commons Committee is therefore able to vary its Terms of Reference and membership as necessary.
25. Prior to exercising certain powers under the City of London Corporation (Open Spaces) Act 2018 the Corporation as Conservators must consult such persons or

bodies as it thinks appropriate and the arrangements as set out in this report would generally satisfy that requirement, provided that meetings are convened appropriately throughout the year to allow meaningful consideration of relevant matters.

26. Risk implications – The existing Consultative Group structure is ‘business as usual’ and considered low risk.
27. Equalities implications – Due regard has been given to potential equality implications which includes taking into consideration any impact on groups with protected characteristics. After consideration of the same it has been concluded there are no equality implications arising from the particular proposals in this report. Equalities statements are incorporated into application requirements for prospective EFCG member groups.
28. Climate implications – The UK Government has binding targets to reduce greenhouse gas emissions and hence global warming by 2050, with the Consultative Committee acting as a key factor in the engagement and protection of the Special Area of Conservation (SAC) and Site of Special Scientific Interest (SSSI) at Epping Forest which is directly affected by climate warming.
29. Security implications – The EFCG Terms of Reference require a number of conditions to be met by member groups that provide a suitable level of protection.
30. Charity implications – 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.

Conclusion

31. The revised terms of reference and format of EFCG meetings are proposed to better serve the desires and purposes of the group.

Appendices

- Appendix 1 – Terms of Reference – revised December 2024
- Appendix 2 – Consultation Responses Summary.

Background Papers

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Authors: Jacqueline Eggleston, Juliane Heinecke
Date: December 2024



Epping
Forest

Registered Charity

Epping Forest Consultative Group – Terms of Reference

Purpose of Group	2
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Table of Contents

Purpose of Group

1. The Epping Forest Consultative Group (EFCG) considers and debates management proposals or areas of concern at Epping Forest.
2. EFCG will meet annually in an Annual General Meeting (AGM) to review previous reports of the EF&CC and provide feedback. EFCG may also propose issues to be considered in more depth by the EFCG in further meetings during the year.
3. Members of the Epping Forest and Commons Committee (EF&CC) will be in attendance to listen to views expressed by consultees, and to represent them back to the EF&CC where necessary and appropriate.
4. Minutes from EFCG Annual General Meetings will be presented to the following EF&CC in a public report.
5. The EF&CC Acts for and on behalf of the City of London Corporation ("City Corporation") in its capacity as Conservators of Epping Forest and trustee of the Epping Forest Charity, and is mandated to make management policy and spending decisions in relation to deficit grant arrangements. The EFCG is not a formal decision-making body, however, EFCG's views will be noted and considered in formal reports to the EF&CC as relevant.
6. A link to the published agenda and reports, will be shared in advance of the EF&CC meetings to standing members of the EFCG.

Conduct, attendance and other principles

7. The City Corporation Member's Code of Conduct 2018, associated guidance, declarations appendices establish the principles of behaviour and conduct expected by Members of this Group.
8. Members should attend or send a delegate to the AGM. Failure to attend more than one AGM, could forfeit their position on the Group, subject to EF&CC approval.
9. Although not a decision-making Group, deliberations should be sufficiently well attended for advice to the EF&CC to be considered representative. For those reasons, minimum attendance of four representatives of locally interested organisations is required.
10. EFCG members are representatives of their organisation, affiliates and theme of interest, but Code of Conduct and other legal and

administrative requirements apply to individuals. Every effort will be made to accommodate attendance by nominated proxy in unavoidable circumstances, but such substitutions may not always be possible and must not be considered routine.

Scheduling, location and public access

11. There will be an Annual General Meeting to be held in the Autumn each year. Further meetings will be scheduled during the year, to a number not less than two further meetings, to allow for detailed consultation on matters in a timeframe that is applicable to the matter.
12. Such further meetings may take the form of a meeting or workshop which will be held at The Warren or alternative suitable premises, or a site visit depending on the theme to be discussed.
13. The AGM will be hybrid, held in person at The Warren and on Teams, and will be recorded by Microsoft Teams™ to be shared for 12 months after the meeting, as a recording held for public access on YouTube® online video sharing and social media platform.
14. The Annual General meeting will be held on a weekday evening, avoiding school and public holidays.

Allocation of positions

15. The EFCG has representation from Members of the EF&CC including Verderers. The Chairman and Deputy Chairman may attend according to availability and agenda.
16. The AGM is to be chaired by an Epping Forest Verderer nominated by the EF&CC Chairman, or another EF&CC Member or other nominated Officer in their absence.
17. Other City Corporation officers will attend as required.
18. The meetings are administered by the Environment Department's Epping Forest Support Services Team.
19. Attendants are nominated members of groups that hold a specified interest in Epping Forest, and that have a comparably large membership, and/or a broad geographically spread membership from across the Forest and with knowledge or interest in the themes of heritage; recreation/sport; conservation; general/informal use or voluntary and friends' groups.

20. Tenants, business partners or other organisations with commercial interest in Epping Forest (or wider City Corporation Open Spaces) are not invited to attend as other routes exist for such input. Local authorities of all tiers also have access to direct liaison forums and are not invited to attend.
21. In the interests of impartiality and equality, political parties and religious groups are not invited to attend. In these terms of reference, a 'political party' means a party registered under [Part 2 of the Political Parties, Elections and Referendums Act 2000](#).
22. Organisations with or supportive of extremist policies or views including supporting, planning or carrying out criminal activity motivated by a political or ideological viewpoint are prohibited.
23. Groups nominating a representative must be formal, constituted organisations. This may include rule books, articles of association, standing orders or other formal agreement to which members sign-up to and adhere. This must include their own definitions of formal membership and their subscription terms, meetings and voting rights.
24. Groups must also ensure that their constitution (or equivalent) includes or makes reference to that group's Equality Statement or policy, which must be provided to the City Corporation on request.
25. Invitations to express interest and to nominate representatives are advertised through press release, social media, email and direct correspondence by City Corporation.
26. Applications require details of how the nominating organisation meets the above criteria and must include:
 - The theme of interest the organisation wishes its application to be considered under.
 - A brief (maximum 150 words) explanation of the purposes and aims of the organisation.
 - Number of members at time of application (see definition at 29 below)
 - Name and contact details of nominated representative.
 - Copies of Constitution, Equality Statement and other relevant documentation.
 - Any other relevant and necessary information requested by Officers at the time of application.
27. A balance of themes of interest is ideally met as follows:

Nature Conservation <i>Conservation groups in Forest, or with wider remit</i>	3
Friends/Voluntary	3

<i>Formal working groups e.g., litter pickers groups, 'Friends of' etc.</i>	
Heritage <i>Historical societies, rural preservation etc.</i>	2
Informal users <i>Schools, Youth groups, families' associations, local forums and interest bodies</i>	2
Recreation <i>Recreational user groups – e.g., walkers, riders, cyclists</i>	3
Sports <i>Formal organised sports on Forest e.g., Golf, Football, cricket running etc.</i>	3
	16

28. Should more expressions of interest be received than can logistically be accommodated, selection will be made by decision of the Epping Forest and Commons Committee by the following (not in order of importance):

- Size of membership
- Geographical area of interest (i.e., area of Forest covered)
- Theme of interest
- Record of attendance (if existing attendee)

29. Where membership numbers are declared by an applying organisation or group, these must be active members – i.e. those who have actively subscribed or joined providing full name and contact details; agree to a constitution or similar as aforementioned, including invitation to attend and vote at annual general meetings; and requirement to renew periodically (typically annually), most usually with an associated fee. Members must be counted as individuals subject to such terms, and not households or groups. 'Membership', for the purposes of this definition does not include customers paying for goods or services or 'passive' subscriptions or sign ups to mailing lists either electronic or hard copy, or followers or group members to social media broadcasts, chats and communications.

30. Work planning will be undertaken to report on improvements to the diversity and inclusion of the membership of the EFCG.

31. Epping Forest and Commons Committee may appoint further members or co-opt representatives (for example subject matter experts) to attend where it deems appropriate.

32. The Consultative Group serves as established for three years (starting in 2018), after which the invitation and nomination process outlined above is repeated.

Requirements and responsibilities

33. Nominated representatives must meet criteria similar to those set out by the Electoral Commission for eligibility for local government election:

- At least 18 years old
- Not employed by the City Corporation, or another organisation holding a commercial interest in Epping Forest or other City Corporation open spaces.
- Have not been sentenced to a term of imprisonment of three months or more (including suspended sentences), without the option of a fine, during the five years before nominations close.
- Not disqualified under the terms of the Representation of the People Act 1983 (which covers corrupt or illegal electoral practices and offences relating to donations).

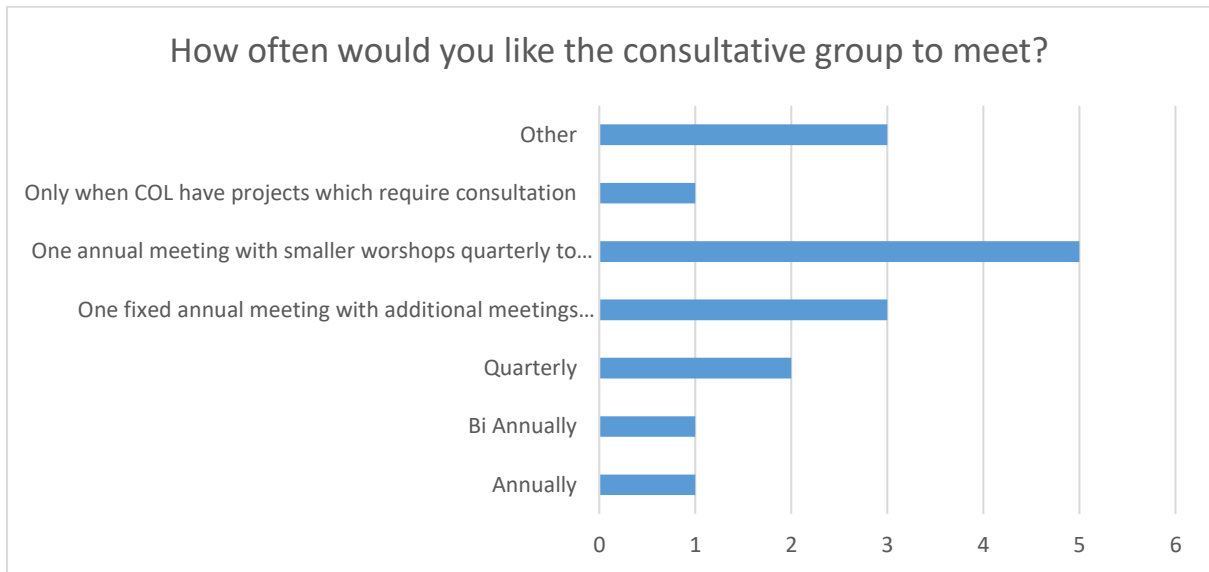
34. Representatives must commit to representing the views of their organisation and members. Organisations that have applied but could not be accommodated will be advised to communicate with members representing their theme of interest either formally (e.g., affiliation) or informally and such communication is encouraged.

35. Representatives must share agenda and documentation internally within their organisation (subject to confidentiality) as well as minutes and outcomes of discussions.

36. Any representative or organisation found to contravene any of the terms herein may be excluded from the Consultative Group permanently and without notice by order of the Chairman of the Epping Forest and Commons Committee.

37. A regular skills audit of group members will be undertaken to allow the experience and skills of individual members and organisations to be fully leveraged by the Epping Forest Charity.

**Epping Forest Consultative Group
Structure Feedback 2024**



The majority of the respondents have opted for one annual meeting with smaller quarterly workshops to discuss themes/topics where applicable.

Question 2: Please share your thoughts on the format of future meetings.

Summarised comments

- Send agenda out a few weeks in advance. (Papers to be sent 14 days in advance)
- Planning could be a long-standing item i.e. applications received CofL response any actions wanted from attendees
- Discussion items from attendees
- We've already requested a holistic discussion on how path erosion can be managed, not just something on horse riding, cycling or walking. Could that be a starting point for workshops?
- The Friends of Wanstead Parklands have concern's that one formal meeting a year around if there are issues that a workshop would not be appropriate for then the gap between meetings maybe too long.
- Meetings in person not virtual would be a preference
- Request for key reports circulated quarterly / superintendent updates and progress reports on key projects
- Significant issues should be consulted on prior to EF&C Committee

Question 3: Additional Comments

Summarised comments

- The survey asking about people's priorities for projects in the forest was very effective and gave members a chance to submit their views at an earlier stage rather than being presented with essentially a 'done deal'.
- Consultative group committee members would benefit meeting the management team on a more informal and regular basis, to provide feedback, raise issues and how to work together in resolving them.
- Each member group could circulate a brief paper on their priorities for the Forest so we can see where we overlap or not. This would aid discussion and make sure the right groups are invited to the right workshops.
- The Warren is not a good venue for consultation as there is no public transport access and the room is too small if everyone turned up. The on-line part of the meeting does not work very well due to poor connectivity.
- Members of the public used to attend, and this would be welcome.

Agenda Item 7

Committee: Epping Forest and Commons Committee	Dated: 23/01/2025
Subject: Risk Management Update	Public report: For Decision
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides business enabling functions	<ul style="list-style-type: none">• Flourishing Public Spaces• Vibrant Thriving Destination• Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Joanne Hill, Environment Department

Summary

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

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

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

Recommendation

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the risk registers appended to this report satisfactorily set out the key risks to each of the five charities and that appropriate systems are in place to identify and mitigate risks.

Main Report

Background

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Each Committee to which the Natural Environment Division of the Environment Department reports receives an update on the risks of the charity or charities relevant to that Committee every quarter. This frequency aligns with the City of London's Risk Management Strategy and exceeds the requirements of the Charity Commission.
4. The Executive Director Environment assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Each of the five charities for which your Committee is responsible holds a risk register. All risks are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 6.
6. The detailed risk registers for Epping Forest and each of the four Commons charities are summarised in the main body of this report and provided in full at Appendices 1 to 5. Officers are undertaking a range of actions to control each risk, as shown in the appended registers.

Current Position

Epping Forest Risks

7. The Epping Forest Risk Register contains four RED, nine AMBER, and one GREEN risk, owned and managed by the Assistant Director, Epping Forest and her management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.

8. The detailed risk register (Appendix 1) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. All risks are also listed below with their current score and notes summarising significant recent updates, where applicable.
- **ENV-NE-EF 017: Tree event or failure** (*RED, 24*)
 - **ENV-NE-EF 018: Deterioration of Wanstead Park Reservoirs** (*RED, 24*)
 - **ENV-NE-EF 006: Failure of raised reservoirs** (*RED, 16*)
The score of this risk has been reduced from Red 24 (possible / extreme) to Red 16 (unlikely / extreme) as the programme of regular inspections of reservoirs and dams - weekly by staff and biannually by the Reservoir Engineer - are well established and reduce the likelihood of the risk occurring. Additional actions are being undertaken to reduce the likelihood further, but the impact will remain extreme. The target is now to reduce the risk to a score of Amber 8 (rare / extreme) by autumn 2026.
 - **ENV-NE-EF 008: Negative impacts from pests and diseases** (*RED, 16*)
 - **ENV-NE-EF 003: Risk for health and safety** (*AMBER, 12*)
 - **ENV-NE-EF 004: Decline in condition of built assets and infrastructure** (*AMBER, 12*)
 - **ENV-NE-EF 010: Negative impacts of development and encroachment** (*AMBER, 12*)
 - **ENV-NE-EF 015: Impacts of anti-social behaviour on staff and site** (*AMBER, 12*)
 - **ENV-NE-EF 016: Budget pressures** (*AMBER, 12*)
 - **ENV-NE-EF 019: Decline in condition of heritage assets** (*AMBER, 12*)
 - **ENV-NE-EF 020: Security of site, staff and the public** (*AMBER, 12*)
 - **ENV-NE-EF 005: Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) condition** (*AMBER, 8*)
 - **ENV-NE-EF 009: Adverse impacts of extreme weather and climate change** (*AMBER, 8*)
 - **ENV-NE-EF 013: Recruitment of suitable staff and workforce planning** (*GREEN, 2*)

The Commons Risks

9. A separate risk register is held for each of the four Commons charities to enable effective site-specific management and assessment.

Ashtead Common

10. The Ashtead Common Risk Register consists of one RED, four AMBER and one GREEN risk, owned and managed by the Assistant Director, Head Ranger and the local management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.
11. The detailed risk register (Appendix 2) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. All risks are also listed

below with their current score and notes summarising significant recent updates, where applicable.

- **ENV-NE-AC 005: Negative impacts of pests and diseases** (*AMBER, 12*)
- **ENV-NE-AC 009: Decline in condition of assets** (*AMBER, 12*)
The score of this risk has been reduced from Red 16 (likely / major) to Amber 12 (possible / major) to reflect completion of some long outstanding issues, including replacement of the byelaw boards. The aim is to reduce the risk to the target score of Amber 6 (possible / serious) once remaining necessary issues are addressed.
- **ENV-NE-AC 004: Negative impacts of development and encroachment** (*AMBER 8*)
- **ENV-NE-AC 006: Adverse impacts of extreme weather and climate change** (*AMBER, 6*)
- **ENV-NE-AC 008: Water pollution** (*AMBER, 6*)
- **ENV-NE-AC 001: Budget pressures** (*GREEN, 4*)

Burnham Beeches and Stoke Common

12. The Burnham Beeches and Stoke Common Risk Register (Appendix 3) contains one RED and four AMBER risks, owned and managed by the Assistant Director, Head Ranger and the local management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.
13. The detailed risk register (Appendix 3) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. All risks are also listed below with their current score and notes summarising significant recent updates, where applicable.
14. The following risks remain stable with a range of ongoing actions to keep them under review and reduce the scores over time, where possible:
 - **ENV-NE-BBSC 002: Negative impacts of visitor pressure** (*RED, 16*)
 - **ENV-NE-BBSC 004: Negative impacts of development and encroachment** (*AMBER, 12*)
 - **ENV-NE-BBSC 005: Negative impacts of pests and diseases**
This risk has been reduced from a score of Red 16 (likely / major) to the target score of Amber 12 (possible / major). Oak Processional Moth (OPM) is no longer subject to a Statutory Plant Health Notice and is, instead, managed according to local health and safety processes. Additionally, funding to address Ash Dieback at Burnham Beeches is in place. A revised target has now been set: to reduce the score to Amber 8 (unlikely / major) over the coming months, although this is dependent upon funding becoming available for all necessary works.
 - **ENV-NE-BBSC 006: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
 - **ENV-NE-BBSC 009: Decline in condition of assets** (*AMBER, 12*)

The score of this risk has reduced from Red 16 (likely / major) to Amber 12 (possible / major) to reflect improvements in reactive repairs work and planned preventative maintenance (PPM). Officers continue to work with colleagues in the City Surveyor's Department to progress other outstanding issues with the aim of reducing the risk to the target score of Amber 8 (unlikely / major).

- **ENV-NE-BBSC 008: Pollution** (*AMBER, 8*)
- **ENV-NE-BBSC 001: Budget pressures** (*To be closed*)
This risk has now reduced to the lowest score and is considered suitable for removal from the register. The budget is effectively controlled and managed as a business as usual activity.

Coulsdon and Other Commons

15. The Coulsdon and Other Commons Risk Register (Appendix 4) contains one RED and six AMBER risks, owned and managed by the Assistant Director, Head Ranger and the local management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.
16. The detailed risk register (Appendix 4) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. The risks are also listed below with their current score. All risks remain stable with a range of ongoing actions to keep them under review and reduce the scores over time, where possible:
 - **ENV-NE-COC 009: Decline in condition of assets** (*RED, 16*)
 - **ENV-NE-COC 002: Negative impacts of visitor pressure** (*AMBER, 12*)
 - **ENV-NE-COC 004: Negative impacts of development and encroachment** (*AMBER, 8*)
 - **ENV-NE-COC 005: Negative impacts of pests and diseases** (*AMBER, 8*)
 - **ENV-NE-COC 008: Pollution** (*AMBER, 8*)
 - **ENV-NE-COC 001: Budget pressures** (*AMBER, 6*)
 - **ENV-NE-COC 006: Adverse impacts of extreme weather and climate change** (*AMBER, 6*)

West Wickham and Spring Park

17. The West Wickham and Spring Park Risk Register (Appendix 5) contains one RED and five AMBER risks, owned and managed by the Assistant Director, Head Ranger and the local management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.
18. The detailed risk register (Appendix 5) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. The risks are also listed below with their current score. All risks remain stable with a range of ongoing actions to keep them under review and reduce the scores over time, where possible:

- **ENV-NE-WWSP 009: Decline in condition of assets** (*RED, 16*)
- **ENV-NE-WWSP 002: Negative impacts of visitor pressure** (*AMBER, 12*)
- **ENV-NE-WWSP 004: Negative impacts of development and encroachment** (*AMBER, 8*)
- **ENV-NE-WWSP 005: Negative impacts of pests and diseases** (*AMBER, 8*)
- **ENV-NE-WWSP 001: Budget pressures** (*AMBER, 6*)
- **ENV-NE-WWSP 006: Adverse impacts of extreme weather and climate change** (*AMBER, 6*)

Risk Management Process

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

Identification of New Risks

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

Corporate and Strategic Implications

23. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
24. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the development of the Natural Environment Divisions' emerging strategies.
25. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

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

Appendices

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

Contact

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Epping Forest Risk Register

Generated on: 19 December 2024

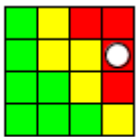
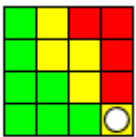


Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF Tree event failure Page 45 20-Apr-2023 Jacqueline Eggleston	<p>Cause: Large numbers of older, more vulnerable trees throughout Epping Forest which require regular inspection and works to prevent failure. A rise in tree disease combined with extreme weather conditions due to climate change exacerbate the risk. Staff shortages due to the Target Operating Model (TOM) process have resulted in insufficient staff resources to complete necessary works.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>	 Likelihood Impact	24	<p>This risk is actively managed with regular inspections of trees according to Forest-wide risks zones as well as the Severe Weather Protocol which is implemented in the event of large storms/high winds.</p> <p>Annual tree surveys have been reviewed and reprioritised and a scheme of works specified to address them. This will resolve the backlog of works within 18 months using existing resources. Once the backlog is cleared, the risk score will be reassessed and reduced further if appropriate.</p> <p>Officers are also working in collaboration with colleagues in the Chamberlain’s Department to identify funding for tree safety works on an ongoing basis to prevent a backlog building up again.</p>	 Likelihood Impact	8	31-Mar-2026	
							Reduce	

Appendix 1

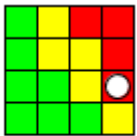
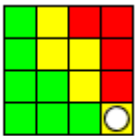

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 017a Tree safety works	Carry out tree safety survey and works.	Annual tree surveys have been reviewed and reprioritised and scheme of works specified to address them. This is an ongoing action which will be kept under close and regular review.	Jacqueline Eggleston	19-Dec-2024	31-Mar-2026
ENV-NE-EF 017b Severe Weather Protocol	Continue to enforce the Severe Weather Protocol as appropriate and keep it under regular review.	A Severe Weather Protocol is in place which details planning and response, in particular to high winds. We are unable to 'close' the Forest during such events but social media and staff broadcast messages to warn members of the public to avoid the Forest, and serious or large scale events are followed by a programme of walking trails and paths to find and action resulting dangers such as hanging tree limbs. The Protocol has been reviewed and some minor changes have been made. This is an ongoing action which will be kept under regular review. The 'Due Date' shown is the date of the next review.	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>ENV-NE-EF 018 Deterioration of Wanstead Park Reservoirs</p>	<p>Cause: Gradual deterioration of the fabric of the reservoirs and / or excessive rain. Event: Risk that the reservoirs may overtop and be washed away, leading to a cascading breach. Effect:</p> <ul style="list-style-type: none"> • Potential for loss of life or injury to staff/residents. • Legal action by the Environment Agency. • Low level flooding of the park and surrounding residential/commercial areas. • Damage to a listed landscape. • Requirement for significant immediate CoL funds to repair damage. • Civil claims/financial loss claims made from residents/ businesses. • Adverse effect on the reputation of the City Corporation (local/national media interest). • Park closed for several weeks. 	<p>Likelihood</p>  <p>Impact</p>	<p>24</p>	<p>An engineering study completed in November 2020 recommended a lower level of activity required than originally envisaged. While the Large Raised Reservoirs (LRRs) are classified as High Risk under the Reservoirs Act 1975 and the Flood and Water Management Act 2010, their Dam Category of C or D means that the outcome of failure is relatively small. A further additional assessment of the interaction between the River Roding and Ornamental Waters has been undertaken.</p> <p>The project progressed through Gateway 4 in January 2023.</p> <p>Detailed designs for dam strengthening works and the reinstatement of the up-cascade pumping system are now being progressed with procurement having been delayed.</p> <p>The City Surveyors are progressing works to reinstate the River Roding pumphouse and other land drainage works to increase water supply to the Ornamental Water. This has been delayed due to funding issues which have now been resolved. An application for winter abstraction has been submitted to the Environment Agency (EA) and they are awaiting an EA Officer to be appointed to the case.</p> <p>A new officer group has been created to coordinate the projects within the park; including issues related to water levels.</p> <p>The recruitment of a new part-time project</p>	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<p>30-Nov-2026</p>	

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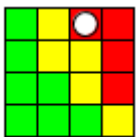
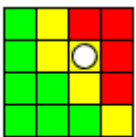
<p>09-Dec-2019 Emily Brennan</p>				<p>officer is underway with interviews taking place in early January 2025. This role will support the progression of this project and the refresh of the Wanstead Parkland Plan.</p> <p>In October 2021, a weekly inspection of the Perch Pond dam revealed a leak in the vicinity of the outflow structure. This has been resolved and the source identified, in consultation with the supervising Panel Engineer.</p> <p>The target date for reducing the risk score has been extended to November 2026.</p> <p>07 Jan 2025</p>			<p>Reduce</p>	
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Action no., Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
<p>ENV-NE 007d Environment Agency Actions</p>	<p>Confirm to EA that measures in the interest of safety have been completed.</p>	<p>The Supervising Panel Engineer is kept up to date with the project's progress during their six-monthly inspections of the lakes, during which the Panel Engineer determines if further action is required. The next inspection is due in March 2025.</p> <p>The 10-yearly Section 10 inspection is due to be undertaken by the Inspection Panel engineer in 2026.</p> <p>Gateway 4 approval has now been received.</p>	<p>Tim Munday</p>	<p>07-Jan-2025</p>	<p>30-Nov-2026</p>
<p>ENV-NE 007h Gateway 5 report</p>	<p>A Gateway 5 report will be prepared to request funding and permission to progress works on site. Procurement and progression of detailed designs, tendering for site works, gaining required permissions, design consultation, enabling works and to works to begin on site.</p>	<p>Tender and procurement documentation is being prepared and possible consultants and contractors are being identified. Procurement exercise has been delayed to align with other works in the park. Exercise is now expected to take place in Spring 2025. The due date of the action has been extended accordingly.</p>	<p>Tim Munday</p>	<p>07-Jan-2025</p>	<p>19-Sep-2025</p>

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>ENV-NE-EF 006 Failure of raised reservoirs</p> <p>19-Aug-2015 Jacqueline Eggleston</p>	<p>Cause: Inadequate design; insufficient prescribed maintenance; leaks compromising dam integrity; failure to implement Panel Engineer’s recommendations; failure to keep dams clear of vegetation; failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR. Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse. Effect: Loss of life; damage to downstream land/property; litigation; risk of prosecution; reputational harm; damage to/loss of habitat and associated rare species; fines from Environment Agency.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>16</p>	<p>A suitable 'design-and-build' contractor is being sought to carry out the works on Baldwins Pond, but it is unlikely that works will commence before summer 2026 (although funding is in place). Despite the delayed start, inspections by the Reservoir Engineer (“Panel” Engineer) have shown no evidence that the leakage of the dam (nor risks associated with this) has changed in recent years.</p> <p>The ongoing weekly inspections of all reservoirs/dams by staff, and the six-monthly inspections by the Reservoir Engineer (“Panel” Engineer) reduce the likelihood of the risk occurring, and the current score has been reduced accordingly, from 24 (possible/extreme) to 16 (unlikely/extreme).</p> <p>The target score for the risk has also been reassessed: while it will be possible to further reduce the likelihood of the risk occurring, the impact would remain extreme should the risk occur. Therefore, the target is now to reduce the overall score to 8 (rare/extreme) rather than 4 (rare/major).</p> <p>19 Dec 2024</p>	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<p>31-Oct-2026</p> <hr/> <p>Reduce</p>	

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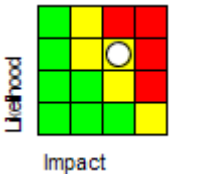
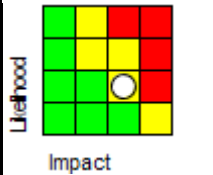
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 006a Panel Engineer inspections	Statutory inspection visits by engineer - 6 monthly.	Twice yearly inspections completed on schedule as agreed with the Panel Engineer. The next inspection is scheduled for May 2025.	Laura Lawson	19-Dec-2024	31-May-2025
ENV-NE-EF 006c Internal inspection regime	Weekly inspection of reservoirs/dam.	This is an ongoing action. Digital Blue Books are completed at agreed intervals. Formal recording has moved to an online process.	Laura Lawson	19-Dec-2024	31-Mar-2025
ENV-NE-EF 006e Baldwins Pond	Undertake scoping evaluations for Baldwins Pond.	A Design-Build contractor is being sought. Works are now unlikely to commence until summer 2026.	Jacqueline Eggleston	19-Dec-2024	31-Oct-2026
ENV-NE-EF 006f Rookery Wood, Tudor Square Pond	Maintenance of Rookery Wood, Tudor Square Pond. Conservation management of Copped Hall.	A new project board is being established to combine works to the dam and heritage works at Rookery Wood. Funding is still to be identified although it may be addressed within the Cyclical Works Programme.	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 008 Negative impacts from pests and diseases 19-Aug-2015	<p>Cause: Lack of adequate controls on international trade encourages transmission of invasive non-native species (INNS), pests and pathogens; inadequate site biosecurity often through conscious public release of organisms within the Forest.</p> <p>Event: Sites become occupied by such organisms which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some organisms have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a).</p> <p>Effect: Loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites. Harm to individuals or spread of disease.</p>	 <p>Lifehood</p> <p>Impact</p>	<p>16</p>	<p>Ramorum: Rhododendron regrowth continues to require treatment by spraying. Annual inspections are carried out. A current Ramorum outbreak has been addressed. A recent survey found Ramorum is still present in the Warren Plantation - work is ongoing to treat this.</p> <p>Oak Processionary Moth (OPM) surveys have been undertaken inhouse and are now complete; results shows that occurrences have reduced.</p> <p>The Hazardous Tree Programme surveys for increases in a wide variety of tree diseases and appropriate action is taken should any be identified.</p> <p>Harmful algal blooms (HABs): Under nutrient-rich eutrophic conditions Cyanobacteria (Blue-Green Algae) can produce HABs producing harmful toxins which can kill wild animals, livestock and pets and induce skins rashes and sickness in humans. This is a seasonal issue as it is driven by increasing temperatures and low water levels.</p> <p>Bluetongue virus: Cattle remain under bluetongue movement restrictions.</p> <p>The target date for the risk has been extended to reflect the ongoing presence of pests and diseases, including Ramorum and bluetongue virus.</p> <p>19 Dec 2024</p>	 <p>Lifehood</p> <p>Impact</p>	<p>12</p>	<p>30-Jun-2025</p> <p>Reduce</p>	

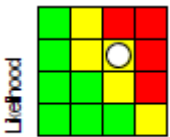
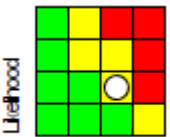

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Jacqueline Eggleston							
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 008c INNS, Pests and Pathogens Policy	Develop a Natural Environment Divisional approach to INNS, pests and pathogens.	<p>Monitoring for pests and diseases is part of our ongoing processes. Each and any new disease is dealt with according to the appropriate lead body, e.g. APHA.</p> <p>Officers are working with colleagues in the Environment Department's Environmental Resilience Team and across the other open spaces to develop a division-wide approach to INNS, pests and pathogens.</p> <p>The development of an INNS policy for Epping Forest is an objective in the new five-year Business Plan.</p>	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025
ENV-NE-EF 0081 Bovine Tuberculosis	Actions in response to notification of a nearby Bovine Tuberculosis breakdown (loss of OFT status).	The herd was tested as clear and we are now out of special measures. Further testing was carried out in December 2024, again with clear results.	John Phillips	19-Dec-2024	31-Mar-2025
ENV-NE-EF 008m Harmful Algal Blooms (HABs)	HABs monitoring and awareness raising.	<p>A reactive process for HABs is in place. Visual inspections increase over the summer months.</p> <p>Positive testing for HABs by the Environment Agency will lead to health warning signage and social media messaging.</p>	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 003 Risk for health and safety Aug-2015 Jacqueline Eggleston	Cause: Poor understanding and/or delivery of Health and Safety policies and procedures; failure to link work activity with adequate procedures; risk assessments and safe systems of work not undertaken or completed incorrectly; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices. Insufficient staff numbers and heavier workload for those who are in post. Effect: Injury or death of staff, volunteers, contractors, licensees or members of the public; prosecution by HSE and/or Police; increased insurance premiums; harm to City's reputation; fine levied by HSE; staff experience higher levels of physical and mental stress.		12	We continue to prioritise all necessary monitoring, audits and risk assessments. A programme of training will be required as we move forward with recruitment and cross skilling into new structures. We have further reviewed our Emergency Plan/Major Incident Plan and made improvements. Sections are being added for use in the event of specific situations which will make the plan clearer, and more useful. We are awaiting the introduction of a new Corporate reporting system as, currently, we have no local oversight of incidents being reported. 19 Dec 2024		8	31-Mar-2025	
							Reduce	

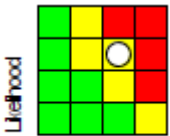
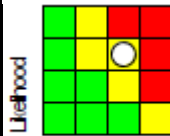
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 003c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review.	A health and safety training (operational) system is in place and established. Expiring training is known in advance and scheduled. A training matrix link to induction and new starters is in place. This is an ongoing action.	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025
ENV-NE-EF 003e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements enables cascading of decisions, issues, responsibilities and communications.	All roles and responsibilities are outlined and clarified in the agreed local Health and Safety statement. The Emergency Plan has recently been reviewed. Health and safety communications will also be reviewed.	Jacqueline Eggleston	25-Oct-2024	31-Mar-2025
ENV-NE-EF 003f Annual licensee checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	Statutory checks of licensees take place as necessary. This is an ongoing action.	Tristan Vetta	19-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 004 Decline in condition of built assets and infrastructure 19-Aug-2015 Jacqueline Eggleston	Causes: Insufficient maintenance resource; limited ability to influence how resources are allocated. Event: Failure to meet statutory regulations and checks. Assets deteriorate to unusable/unsafe condition. Effect: Poor condition of assets; loss of value; cost of repair; inability to fulfil potential of assets, including financial potential. Reputational risk (including media coverage, stakeholder group escalations and Consultative Group complaints).	 Likelihood Impact	12	This risk addresses non-heritage assets and infrastructure only. Risk ENV-NE-EF 019 addresses the decline in condition of heritage assets. Recent approval of maintenance backlog funding is welcome and work is underway, in partnership with the City Surveyor's Department (CSD), to prioritise those works or to reallocate funding or resource to other projects within the charity, particularly those that are on the Heritage at Risk register, or have the potential to generate income. Asset registers for built assets are undergoing review and being transferred into a new system with additional information. However, this does not include infrastructure assets such as bridges and culverts. The Assistant Director Charity Development is taking forward recommendations for changes ways of working with CSD and other corporate departments. 19 Dec 2024	 Likelihood Impact	8	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 004d	Statutory checks and visits held and carried out by City Surveyor's Department (CSD) or delegated to site.	Statutory audits and checks are now up to date for lodges and buildings, however, this is subject to recommendations for changes to future agreements with CSD.	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025

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buildings and infrastructure		Concern remains on key infrastructure such as bridges and culverts. This may be addressed through recommendations for a full Service Level Agreement between the Natural Environment Division and CSD.			
ENV-NE-EF 004e Annual building inspections	Joint inspection of all buildings including residential by site and City Surveyor's Department (CSD) to capture maintenance needs. Required annually.	Six-monthly tenant/occupier surveys should be reinstated by CSD, with a recommendation that they are carried out by a competent third party and that findings should feed into future maintenance plans and prioritisation.	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025
ENV-NE-EF 004g Upkeep of operational facilities	Put actions and processes in place which ensure the upkeep and development of the Forest.	Car parks continue to be in declining condition with surfacing and maintenance being provided through local risk. Provision for car park surfacing was contained within the CWP but has recently been withdrawn.	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025
ENV-NE-EF 004j Maintain the path network	Monitor the path network annually and carry out necessary maintenance.	The path network will be monitored annually and a maintenance programme prepared to address issues raised. A programme of work to spend the £250k RASC (Resource Allocation Sub (Policy and Resources) Committee) funding for environmental damage to paths caused by high levels of use by visitors is now being established with a view to commence spending before the end of the financial year.	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 010 Negative impacts of development and encroachment Page 56 19-Aug-2015 Jacqueline Eggleston	Cause: Lack of suitable protections in Epping Forest Acts; Planning Authorities obligations to meet housing targets; failure to monitor and challenge housing and other development plans; lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing, transport infrastructure or other developments on land affecting Epping Forest. Effect: Change in character to the context and setting of Forest Land; potential increase in visitor numbers and recreational pressure; increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity; further increases in traffic volumes on local road network.	 Likelihood Impact	12	Income from the Strategic Access Management Measures (SAMMs) is now being received and recruitment to a SAMMs post is commencing. Additional Forest Keepers are being recruited which will enable instances of encroachment to be noticed sooner, and then be addressed. Air quality monitoring is in place. In relation to planning applications on the edge of the Forest, we monitor these and will comment when a risk to the Forest is identified. We accept that we cannot reduce the risk score any further at present, but the ongoing actions will maintain the risk at its current level. The target date shown is the date of the next review. 19 Dec 2024	 Likelihood Impact	12	31-Mar-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 010a Local authorities/Councils Local Plans and Core Strategies	Epping Forest DC Local Plan: Attend meetings and respond to consultation on the local plan in order to influence the content of the Plan and the Memorandum of Understanding between EFDC and Natural England.	We have commented on inadequacies on the South Epping Masterplan, and we are also providing comment on the revision of the National Planning Policy Framework (NPPF) in relation to green belt.	Tristan Vetta	19-Dec-2024	31-Mar-2025

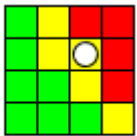
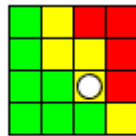
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	LB Waltham Forest Core Strategy and other LA actions plans: Respond to any further consultation.				
ENV-NE-EF 010c Forest Transport Strategy	Development and ongoing work on the Forest Transport Strategy	<p>Progress is being made and the Strategy is now in draft. Meetings are held every two months with the District Council and the intention is to extend consultation to other relevant authorities.</p> <p>Work is continuing on the Forest Transport Strategy. Currently, focus is on the A104 Safety Plan. Due to delays on the A104 Scheme, partner officers have not been able to progress this to the planned schedule and consultation on the draft strategy is now due for Spring 2025.</p>	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025

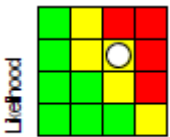
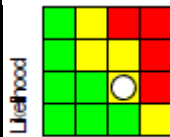
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 015 Impacts of anti-social behaviour on staff and site Page 58 19-Aug-2015 Jacqueline Eggleston	Cause: Anti-social, irresponsible or unsafe behaviour, including irresponsible dog owners, rough sleepers, unlicensed activity. Event: Crime; user conflict; trespass; fly-tipping; litter; dog fouling; dog attacks; abandoned/burnt out vehicles; traveller incursions; illegal motorbike use. Effect: Negative PR; injury to visitors; risk to wellbeing and safety of members of staff; damage to Forest land; insurance claims; illegal occupancy of Forest land; increase in costs of managing public behaviour.	Likelihood Impact	12	We work in partnership with a range of Police and Anti-Social Behaviour managers to manage this risk. Combined efforts have reduced the number of quad bike/motorbike incidents in the Forest. The multi-agency approach to addressing anti-social behaviour at Manor Flats has been effective. There is a continued need to monitor anti-social behaviour and address new issues as they arise. Increased Keeper and Enforcement resources are now in place to keep the risk under control and keep it at the current level. The target date shown is the date of the next risk review. 19 Dec 2024	Likelihood Impact	12	31-Mar-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 015f Develop and improve joint working	Develop stronger links and become a trusted partner with EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action	We work in partnership with a range of Police and ASB managers to address this risk. This is ongoing and improving, for example, a recent joint training session on dealing with fly-tipping was held with local authorities and the Police.	Laura Lawson	19-Dec-2024	31-Mar-2025
ENV-NE-EF 015i Address	Take appropriate action to address cases of anti-social, irresponsible and unsafe public	Officers continue to monitor rough sleeping, fly-tipping, anti-social behaviour and conflict between forest users. Officers work with appropriate local authorities and agencies to deal with individual	Laura Lawson	19-Dec-2024	31-Mar-2025

problematic public behaviour	behaviour.	cases.			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 016 Budget pressures 18-May-2016 Jacqueline Eggleston Page 60	Cause: Prices continues to rise putting increased pressure on the Corporation’s budgets. Some key Natural Environment Division income streams are also likely to reduce due to revisions to EU common agricultural policy (CAP) regulation, transition from Basic Payment Scheme (BPS) (total cessation in 2027) and UK interpretation and tightening of qualifying eligibility criteria. Event: Possible reduction in deficit funding from the CoL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity, especially conservation grazing. NE Division may be unable to deliver spend to profile or income generation programmes to agreed targets and timescales. Effect: Adverse impact on service delivery: reduction in income and rising costs mean that less work can be delivered. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing. Reduction / loss of biodiversity, negative impacts on visitor infrastructure and experience.	 Likelihood Impact	12	The risk for the current financial year is low due to vacant posts. The risk will be reviewed once the outcome of the Natural Environment Charity Review is known. The target date is the end of 2025 to reflect this. 19 Dec 2024	 Likelihood Impact	8	31-Dec-2025	
							Reduce	

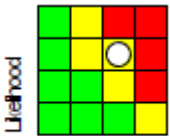
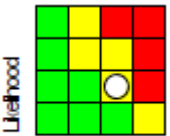
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 016e Next round of savings to be agreed	Working to deficit budget reduction targets by increasing income generation.	Net income from car parking, lodge rentals and commercial wayleaves has met current budgets, but further efficiencies and income enhancement must be found over the coming years. The Natural Environment Division's strategies include a focus on income generation. We are also awaiting the outcome of the Natural Environment Charity Review which may present additional opportunities through changes to financial structures and governance.	Jacqueline Eggleston	19-Dec-2024	31-Dec-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 019 Decline in condition of heritage assets 19-Aug-2024 Jacqueline Eggleston	Cause: Insufficient maintenance resource; damaging activity by visitors. Event: Heritage assets deteriorate to unusable, unsafe condition with loss of registered heritage features. Effect: Reputational risk including adverse media coverage and complaints; loss of noted heritage features; increasing cost of repair; fines from statutory bodies.	 L1efhood Impact	12	Action plans are in place to address each of the assets/asset groups. Funding is the major barrier: we are working to identify funding sources. The Grade II* registered Park and Garden, Wanstead Park, remains at risk with Historic England (it has been on the Heritage at Risk register since 2009, listed as declining condition). However, a programme board is now in place overseeing multiple projects to address different aspects. Although funding is now in place to progress the Wanstead Park Temple to removal from the Heritage at Risk Register, this alone is not sufficient to reduce the overall risk score. 19 Dec 2024	 L1efhood Impact	8	31-Dec-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 019a Protect Scheduled Ancient Monuments	Maintain the condition of the scheduled ancient monuments (SAMs). Improve the current state of knowledge of the extent of the monuments. Protect the monuments from erosion due to visitor activities.	Conservation Management Plans are in place for Loughton Camp and Ambresbury Bank to manage the conflicting risks of protection of the Scheduled Ancient Monuments (SAMs) and the veteran trees upon the monuments. The SAM at Purlieu Bank (2 sections) is subject to ongoing review. Loughton Camp, Ambresbury Bank and Purlieu Bank have Countryside Stewardship Scheme (CSS) funding for land management practices which will restore the sites. A Conservation Management Plan is complete for The Temple at Wanstead Park. Specific plans are being prepared to alter public use of SAMs to prevent erosion. Signage and patrols are in place. Use of dead hedging and physical measures are being considered.	Jacqueline Eggleston	19-Dec-2024	31-Dec-2025

Appendix 1

		We undertook a LiDAR of all SAMs during winter 2022/23, while trees were not in leaf. Results have been transferred to GIS and will be the subject of a 2-3 year analysis which will prioritise the SAMS and inform future protection measures.			
ENV-NE-EF 019b Wanstead Parkland	Identify potential funding / partners and submit bid. Funders may include HLF.	Work to refresh the Wanstead Parkland Plan is ongoing and project works will be subject to identification of funding.	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025
ENV-NE-EF 019c Wanstead Park - The Grotto	Wanstead Park - The Grotto	A Restoration and Maintenance Plan has now been completed which will remove The Grotto from the Heritage at Risk Register. The Planning Application was approved and City Surveyor's Department is going out to tender for the works. The project is due to commence in summer 2025 and the 'Due date' of this action has been extended accordingly.	Jacqueline Eggleston	19-Dec-2024	31-Dec-2025
ENV-NE-EF 019d Warren House	Warren House	Warren House is a Grade II* listed building in declining condition. There is a high risk that it will be added to the Heritage at Risk register. Fully costed plans for financially sustainable use have been completed, however, clarification over land type through the Natural Environment Charity Review is necessary as a first step to identify available funding and maintain the building as an asset of the charity.	Jo Hurst	19-Dec-2024	31-Dec-2025


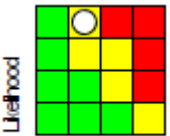
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 020 Security of site, staff and the public 19-Aug-2024 Jacqueline Eggleston	Cause: Potential terrorist attacks and the requirement to be prepared for, and protected against, such attacks in compliance with the new Martyn's Law legislation (Protect Duty). Working compounds on the site may not be properly secured at all times. Event: Act of terrorism at Epping Forest. Unauthorised access to unsecured areas of the site. Effect: Harm to members of the public and staff. Theft of, or damage to, property. Financial cost of replacement, repairs or insurance claims.	 Lifehood Impact	12	The threat of an act of terrorism at Epping Forest is recognised. The new Martyn's Law (Protect Duty) will require certain venues to fulfil necessary but proportionate steps to ensure they are better prepared and ready to respond in the event of a terrorist attack. Prior to the enactment of this legislation, we will review staff training to ensure that our staff are prepared to respond to such an attack should it become necessary – keeping themselves and members of the public safe. Security of working compounds is also being reviewed with plans for improvements being identified for implementation when resource has been identified. This will mitigate the risk of unauthorised access.	 Lifehood Impact	8	31-Dec-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 020a Training	Provide training for staff.	A review will be undertaken of training in place for staff who may need to deal with terrorist attacks or other dangerous incidents, with reference to the requirements of the Martyn's Law (Protect Duty) prior to its enactment. Local actions will be put in place to keep staff and the public safe.	Jacqueline Eggleston	19-Dec-2024	31-Dec-2025
ENV-NE-EF 020b Security of working compounds	Ensure security of all working compounds.	Compounds across the site such as the Warren Yard; Great Gregories Yard; and Aldersbrook, may not be properly secured at all times, enabling unauthorised access. Plans for improvements to Warren Yard and other compounds have been drawn up and will be implemented when resource has been identified.	Jacqueline Eggleston	19-Dec-2024	31-Dec-2025

Appendix 1

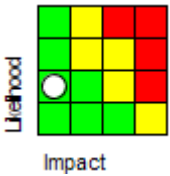
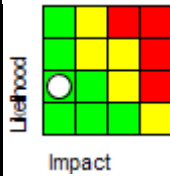
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 005 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition Page 64 19-Aug-2015 Jacqueline Eggleston	Cause: Lack of appropriate habitat and tree management (pollarding) and lack of grazing pressure; Invasive Non Native Species (INNS); anthropogenic nitrogen deposition; atmospheric pollution; and climate change. Event: Unfavourable assessment by Natural England. Effect: Decrease in % SSSI area in favourable condition (currently 35.42%); decrease in % SSSI area in unfavourable recovering (currently 48.24%); loss of current (HLS) and future grant (e.g. CSS) funding; harm to City's reputation; fines from Natural England and Defra.	 Likelihood Impact	8	The Forest Two Countryside Stewardship Scheme agreement has been confirmed. Works continue throughout Forests One and Two to address the condition of the SSSI. Natural England has a programme of SSSI assessment surveys which began in 2024 and are due to be carried out over a four-year period. We have accepted the risk at its current score as there are too many external contributing factors which are beyond our control. The actions will maintain the risk at the current level, and it will be kept under regular review: the target date shown is the date of the next review. 19 Dec 2024	 Likelihood Impact	8	31-Mar-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 005d Strategy to address visitor pressure.	Develop a strategy to address visitor pressure.	A strategy to address the impact of visitor pressure is being developed under the SAMMS agreement (see also risk 'ENV-NE-EF 010 Negative impacts of development and encroachment').	Jacqueline Eggleston	19-Dec-2024	31-Dec-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 009 Adverse impacts of extreme weather and climate change 19-Aug-2015 Jacqueline Eggleston	Cause: Severe gale and storm events; prolonged precipitation/increased precipitation events; restricted precipitation increasing fire severity. Event: Severe weather events including periods of drought; flooding; gales; and increased fire severity. Effect: Risk of injury or death to staff, visitors, contractors and/or volunteers; loss of habitat/public access and intensification of visitor pressure on other areas of Forest; damage/loss of rare/fragile habitats and species; incidents increase demand for staff resources to respond to maintain public and site safety; temporary site closures; increased costs for reactive management.	 Likelihood Impact	8	Incident management plan has been reviewed. London Fire Brigade (LFB) has trialled new equipment and a new agreement has been signed with them. Joint training exercises have been taking place and we have been meeting with the London Borough of Waltham Forest's Resilience Team as part of our partnership with LBWP and LFB. There are site visits with Essex Fire and Rescue Service at the end of July / early August to confirm infrastructure is satisfactory. In London, two additional sites are having wildfire response plans prepared. A new Wildfire Management Strategy is being developed as part of the Carbon Removals Strategy. The current risk score remains at Amber 8 (likely; serious) due to dry summers increasing the risk of wildfires. We have implemented mitigating actions to maintain the risk at its current level but are unable to reduce it any further for the foreseeable future. The target date shown is the date of the next review. 19 Dec 2024	 Likelihood Impact	8	31-Mar-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF	Reduce the impact of grass and heathland	Specific wildfire response plans have been prepared for two sites. A new Wildfire Management	Jacqueline	19-Dec-2024	31-Mar-2025

009h Reduce the impact of fire	fires.	<p>Strategy is being developed as part of the Carbon Removals Project. This includes the establishment of a Wildfire Working Group across the City's open spaces and funding for new equipment.</p> <p>This is an ongoing action - the 'due date' is a date of review.</p>	Eggleston		
ENV-NE-EF 009i Fire access zones	Maintain fire access zones.	<p>We have increased the frequency of cutting fire access zones to three times per year. Drought limits grass growth but growth recommences quickly when wetter conditions develop.</p> <p>Fire experience during Summer 2024 showed that these fire access zones have been an effective barrier.</p> <p>This is an ongoing action - the 'due date' is a date for further review.</p>	Jacqueline Eggleston	19-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 013 Recruitment of suitable staff and workforce planning Page 67 19-Aug-2015 Jacqueline Eggleston	Cause: Previous reliance on memory-based rather than documentary records; retirements amongst ageing workforce; challenge to recruit to some roles due to competitive marketplace. Event: Loss of undocumented knowledge and skills. Effect: Extra training needs; challenges with recruitment to some posts.		2	Recruitment is on track. New systems of working and recording are being implemented to ensure institutional documentation of decisions and procedures for future reference and retention of knowledge. Staff are encouraged to participate in departmental talent management programmes and other appropriate learning and development opportunities that arise. A new management training package is commencing; relevant staff will be encouraged to take part. We do not consider that we can reduce the risk further but will continue to monitor the situation and take appropriate action to maintain it as the current level. The target date shown is the date of the next review. 19 Dec 2024		2	31-Mar-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 013a Key role assessment actions	Identify key roles where officers are nearing retirement or expressing development needs or desire to leave CoL or the Department. Review this data annually via PDR's and one to ones. Succession plan drawn up by Management Team and agreed by the Assistant Director. HR support for key roles.	A package of management training courses is commencing; relevant staff will be encouraged to participate.	Emily Brennan	19-Dec-2024	31-Mar-2025

<p>ENV-NE-EF 013b Increase process documentation</p>	<p>Increase documentation of memory based knowledge. Ensure that information needed for emergency situations and out of hours is written down forming part of a pack. Move collected data onto the GIS system.</p>	<p>CiviCRM solution has been delivered and has now been implemented throughout the Epping Forest teams. The StarTraq system for management of PCNs and FPNs is also ready for deployment but delayed due to recruitment and structure pressures in Forest Keeper and Enforcement Team. A Divisional update of policy and procedure is in progress. New systems are being introduced to ensure procedures and decisions are recorded for reference by relevant officers. This will prevent the loss of undocumented knowledge/information when staff members leave.</p>	<p>Angela Cater; Laura Lawson</p>	<p>19-Dec-2024</p>	<p>31-Mar-2025</p>
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Ashtead Common Risk Register

Generated on: 20 December 2024



Rows are sorted by Risk Score


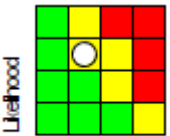
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 019 Negative impacts of pests and diseases 69 24-Feb-2022 Andy Thwaites	<p>Cause: ‘Natural’ spread of pests and diseases from neighbouring areas e.g. ticks and Lyme Disease and Oak Processionary Moth (OPM).</p> <p>Event: Individuals are affected by Lyme Disease or suffer allergic reaction to OPM.</p> <p>Effect: Staff and other individuals suffer severe long-term health effects; service capability disrupted; damage to corporate reputation.</p>		12	<p>Fewer tick bites recorded during the summer of 2024 than 2023. However, existing team members and volunteers have been adversely affected by Lyme disease in the past, with some individuals experiencing long-term issues. Therefore, it is unlikely that the target score will be achieved soon.</p> <p>An action plan is in place for Lyme Disease, including adjustments to staff work schedules to reduce the risk of exposure. Tick/Lyme Disease information cards have been produced for volunteers, contractors and visitors to Ashtead Common.</p> <p>OPM is endemic and widespread at Ashtead Common but appears to be subject to natural controls which have suppressed numbers.</p> <p>03 Dec 2024</p>		6	31-May-2025	
							Reduce	

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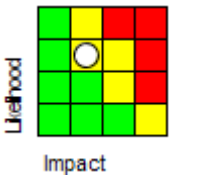
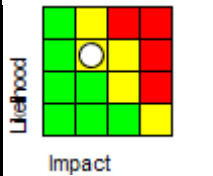
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 005f Risk review	Keep risk under regular review.	The tick and Lyme Disease situation is kept under review and further measures will be implemented as and when they become necessary.	Andy Thwaites	03-Dec-2024	31-May-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 009 Decline in condition of assets 15 Jun-2022 Andy Thwaites	Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme. Event: Structures, specifically byelaw boards, deteriorate to an unsafe condition. Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.	 Likelihood Impact	12	Cyclical Works Programme (bow-wave) work has commenced, and some long-standing issues and maintenance lapses have been rectified. The first of a new design of byelaw board has arrived and been installed. The remaining five boards are due to be delivered early in the new calendar year. However, whilst there still are items waiting to be addressed, the score remains above target but has reduced from a 16 major/likely to 12 major/possible.	 Likelihood Impact	6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 009a Regular monitoring	Monitor byelaw boards, report on condition and remove any which become unsound.	Byelaw boards are monitored on a regular basis. Any which become unsafe are removed. This is an ongoing action until the existing boards are replaced. The 'due date' for this action has been extended to the end of the financial year accordingly.	Andy Thwaites	03-Dec-2024	31-Mar-2025
ENV-NE-AC 009b Alternative funding	Explore alternative funding sources to replace byelaw boards.	A request for capital funding to remove and replace the six byelaw boards has been agreed for the 2024/25 financial year. The due date to this action has been extended to the end of the financial year.,	Geoff Sinclair; Andy Thwaites	03-Dec-2024	31-Mar-2025


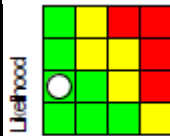
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 004 Negative impacts of development and encroachment Page 72 24-Feb-2022 Andy Thwaites	Cause: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities and inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Increase in housing or other developments on land affecting Ashted Common. Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increase in traffic on local road network.	 Likelihood	8	A planning application has been submitted to Mole Valley District Council for a battery energy storage system next to the Epsom and Ashted Commons SSSI. The City has objected to this proposal. For this reason the risk score remains 8 (likely / serious). Local plans continue to be developed and are scrutinised and commented on when required. Epsom and Ewell Council have begun consultation on a new Local Plan that could see significant residential development in the vicinity of Ashted Common. Locally there are limited resources to engage with this process. This will be an extended consultation process; therefore the target date has been set to March 2025.	 Likelihood	6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 004c Ongoing Review	Keep situation under regular review.	This situation is kept under regular review.	Andy Thwaites	03-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 006 Adverse impacts of extreme weather and climate change 24-Feb-2022 Andy Thwaites	<p>Causes: Climate change causes severe wind, drought or floods to occur more frequently.</p> <p>Event: More frequent and severe storms or fires at Ashtead Common.</p> <p>Effect: Injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species; service capability disrupted; temporary site closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management.</p>		6	<p>Fire is a significant risk to Ashtead Common. Although a number of measures are taken to manage the impact of this risk, we are unable to reduce the likelihood of it occurring.</p> <p>The target date shown is the date of the next review.</p> <p>03 Dec 2024</p>		6	31-March 2025	
							Accept	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 006a Fire management	Review and update Fire Management Plan bi-annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services.	The Major Emergency Plan was shared with Surrey Fire and Rescue in May 2022. A revised map will be produced before the 2025 fire season.	Andy Thwaites	03-Dec-2024	31-Mar-2025
ENV-NE-AC 006b Storms	Storm monitoring & management and closure policies are in place and are linked to high staff awareness and training	Officers continue to monitor and respond to warnings of extreme weather.	Andy Thwaites	03-Dec-2024	31-Mar-2025
ENV-NE-AC 006c Climate change	Understand the potential impacts of climate change on Ashtead Common. Engage in climate change research and debate.	Officers continue to explore ways to maintain and improve the Reserve's resilience to climate change.	Andy Thwaites	03-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 008 Water pollution 27-May-2022 Andy Thwaites	<p>Cause: Pollution of the Rye Brook.</p> <p>Event: Polluted water poured into road drain; misconnection into the surface water system from other utilities.</p> <p>Effect: Toxins and/or biohazards introduced into the watercourse threatening the health of people and animals; damage/loss of rare/fragile habitats and species; adverse local media coverage.</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>Work has commenced on designing a wetland filtration system to intercept polluted water before it enters the brook. This will be done to RIBA stage 4 – Technical Design – to create a schedule/specification to enable rapid tendering should funding become available to deliver the scheme.</p> <p>The Rye Brook is regularly monitored, including kick sampling and measurement of phosphate levels.</p> <p>03 Dec 2024</p>	 <p>Likelihood</p> <p>Impact</p>	2	31-Mar-2031	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 008b Data gathering exercise	Gather baseline data to determine whether a reedbed filtration system would be beneficial.	A remote monitoring device has been installed. This long-term monitoring will determine if the apparent improvements in water quality seen in summer 2022 are genuine and sustained.	Andy Thwaites	03-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 001 Budget pressures 24-Feb-2022 Andy Thwaites	<p>Cause: Potential reductions in budget and income.</p> <p>Event: The City of London reduces its budget for Ashted Common, or external funding is reduced.</p> <p>Effect: Financial failure; failure of key services; loss of staff; failure to maintain habitats on site; reduction in the ability to manage threats; significant reduction in service to users; reputational damage.</p>		4	<p>This risk remains low for Ashted Common.</p> <p>Additional Countryside Stewardship funding has been secured up to 2031. Therefore, the current likelihood of this risk occurring is 'unlikely'.</p> <p>The risk is accepted at its current level. The target date shown is the date of the next review.</p> <p>03 Dec 2024</p>		4	31 March 2025	
							Accept	

Page 6

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 001a Risk review	Keep risk under regular review.	This risk is kept under regular review.	Andy Thwaites	03-Dec-2024	31-Dec-2025

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Burnham Beeches and Stoke Common Risk Register

Generated on: 20 December 2024

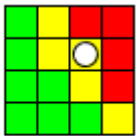
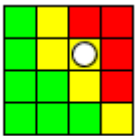
Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>ENV-NE-SSC 002 Negative impacts of visitor pressure</p>	<p>Cause: Burnham Beeches was damaged during the COVID-19 pandemic due to higher than usual visitor numbers. Even though numbers have since returned to 'normal' levels, the site is still subject to ongoing degradation.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes, especially Burnham Beeches which is a Site of Special Scientific Interest (SSSI) and a Special Area of Conservation (SAC) and not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; negative press coverage; loss of grants related to conservation; increased spend required to maintain the sites/mitigate damage.</p>		<p>16</p>	<p>Visitor numbers have returned to more normal/pre-COVID levels, although the impact of 'normal use' may lead to ongoing site damage and degradation.</p> <p>Seasonal area/path restrictions have now become part of normal business to protect the Special Area of Conservation (SAC) but more work is required in order to reduce the impact of the long term risk.</p> <p>In addition, a Strategic Access Management and Monitoring (SAMMs) Project has been established: A Community Engagement Ranger has been employed to raise awareness of the impact of recreation pressure at Burnham Beeches. A Monitoring Strategy has been prepared and first stages were implemented in 2024 to establish baselines for future comparison and allow for the monitoring of the impact of visitors and impact of mitigation efforts. A framework for sustainable visitor use at</p>		<p>12</p>	<p>31-Mar-2026</p>	

Appendix 3

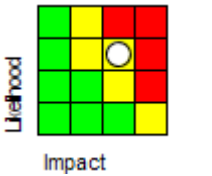
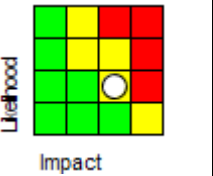
24-Feb-2022 Martin Hartup				Burnham Beeches is being developed. This risk will remain and will need to be managed long term. 09 Dec 2024			Reduce	
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 002a Car parking	Prevent damage from car parking on surrounding roads and land.	Four miles of permanent parking restrictions are being installed by Buckinghamshire Council around Burnham Beeches. Buckinghamshire Council is completing works in phases: Phase 1 was completed in May 2024 and Phase 2 is due to complete by the end of the financial year. Sign locations are being marked out in December 2024.	Martin Hartup	09-Dec-2024	31-Mar-2025
ENV-NE-BBSC 002b Action Plan	Develop an action plan to reduce the impact of high visitor levels.	A 'Carrying Capacity' study has been carried out, the results of which will be used to formulate a 'Sustainable Visitor Access and Mitigation Strategy' to mitigate the impacts of high visitor levels. The order has been placed with contractors and the final draft is expected the end of the financial year and we are looking to implement any actions. Second draft received in November expected to be completed by end of 24/25.	Helen Read	09-Dec-2024	31-Mar-2025
ENV-NE-BBSC 002c Mitigation Measures	Deliver action to monitor the impact of recreation and effect of mitigation measures.	Monitoring Strategy prepared and first stages implemented in 2024 to establish baselines for future comparison and allow for the monitoring of the impact of visitors and impact of mitigation efforts. Will improve information for 5 yearly SAMMs reviews – next one in December 2025.	Martin Hartup	03-Dec-2024	31-Jan-2026

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>ENV-NE-BBSC 004 Negative impacts of development and encroachment</p> <p>24-Feb-2022 Martin Hartup</p>	<p>Cause: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities and inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research.</p> <p>Event: Large housing or other developments on land affecting Burnham Beeches and Stoke Common.</p> <p>Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and impact on habitat quality; increased air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increase in traffic on local road network causing pollution and erosion.</p>	<p>Lifehood</p>  <p>Impact</p>	<p>12</p>	<p>Ongoing - Local Plans continue to be developed and are scrutinised and commented on when required. Staffing capacity is currently able to manage the volume of work associated with this.</p> <p>The Buckinghamshire Council Local Plan, whilst not yet produced, has established clear policies to protect the SAC at Burnham Beeches with an agreed mitigation strategy and funding mechanism for its delivery.</p> <p>The Slough Borough Council Local Plan is still very much a work in progress but, again, some mitigation has already been agreed for specific development and funding identified to help protect Burnham Beeches from the impacts of increased development. However, officers have some doubts that aspects of the agreed mitigation will be sufficient to protect Burnham Beeches and therefore further active engagement will be needed.</p> <p>The risk is accepted at its current level. The target date shown is the date of the next review.</p> <p>05 Dec 2024</p>	<p>Lifehood</p>  <p>Impact</p>	<p>12</p>	<p>31-Mar-2025</p> <p>Accept</p>	

Appendix 3

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 004a Local authorities/Cou nties Local Plans and Core Strategies	Inclusion in core strategy planning documents or equivalent. Close partnership working with local planning authorities. Active monitoring of planning applications with responses as appropriate.	Monitoring activity continues. Mitigation strategy with Buckinghamshire Council completed and projects within it are underway. Plan/Mitigation Strategy is still a work in progress with Slough Borough Council. Officers made comments on the proposed Farnham Common Neighbourhood Plan and responded to the formal consultation. Officers are maintaining contact with local authorities and Natural England but further engagement will be required to ensure mitigation for Slough developments is effective.	Helen Read	09-Dec-2024	31-Mar-2025
ENV-NE-BBSC 004b Monitoring of impacts	Active monitoring of air pollution and environmental impacts where possible. Undertake research where appropriate and where resources allow.	A section 106 funded project on air quality work resulted in the production of a Site Nitrogen Action Plan (SNAP) in conjunction with Natural England and Centre for Ecology and Hydrology. Other monitoring and mitigation projects are identified and carried out where possible. Officers respond to planning applications regarding air quality issues. £10,000 has been secured from Scottish & Southern Electricity, some of which will be used for a further project on lichens and air quality.	Helen Read	09-Dec-2024	31-Mar-2025
ENV-NE-BBSC 004e Monitor success	Monitor the success of the funded Ranger posts.	Establish monitoring programmes to measure the success of the two funded Ranger posts to deliver s106 and SAMMS commitments. This will involve annual SAMMS 106 reports to the relevant parts of Buckinghamshire Council and Slough Borough Council on how the funds have been spent, and the Epping Forest and Commons Committee will be kept updated throughout the year. The 2025 report will be produced by the end of April 2025.	Martin Hartup	05-Dec-2024	30-Apr-2025

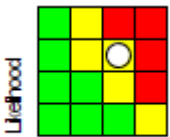
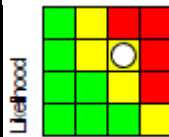
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 005 Negative impacts from pests and diseases 24-Feb-2022 Martin Hartup	Cause: Inadequate biosecurity, purchase or transfer of infected plants, soil and animals. ‘Natural’ spread of pests and diseases e.g. Oak Processionary Moth/Ash Dieback, and lack of funding to deliver requirements of the OPM survey and nest removal. Event: OPM spreads further throughout sites. Additional Ash Dieback survey and tree works become necessary. Effect: Health and safety risk to staff and visitors: individuals suffer an allergic reaction to OPM. Increased costs for survey and tree works and reactive maintenance. Potential consequences of non-compliance with legal requirements. Reputational damage. Temporary site/area closures.		12	OPM is now well established at Stoke Common and is still spreading there. OPM has also been discovered in trees at Burnham Beeches. This is now managed on a health and safety basis rather than Plant Health Notice. Ash Dieback is present at Burnham Beeches. Tree safety costs are likely to rise. Current risk score has been reduced from 16 (likely / major) to 12 (possible / major). We have set a target to reduce the risk to 8 (unlikely / major) but this is dependent upon additional funding becoming available. We will continue to undertake all reasonable actions to keep the situation under control as far as we are able.		8	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 005a Staff training	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/prevention.	Ongoing action. Training needs are reviewed annually as part of Performance Development Reviews and in line with the Tree Safety Policy. Training needs are also proactively reviewed at six-monthly local Health and Safety meetings.	Martin Hartup	09-Dec-2024	31-Mar-2025
ENV-NE-BBSC 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Inspections continue on a scheduled basis or if and when the need arises and are subject to annual review of tree safety maps/training needs which are checked in July each year. This is an ongoing action with reviews completed in July 2024 as scheduled, and tree inspection and remedial works are all in progress, in accordance with the 2024/25 plan.	Martin Hartup	09-Dec-2024	31-Mar-2025

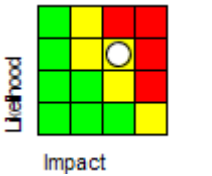
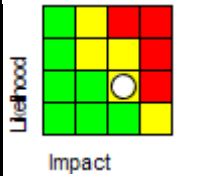
Appendix 3

ENV-NE-BBSC 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Ongoing biosecurity actions and implementation of biosecurity policy.	Martin Hartup	03-Dec-2024	31-Mar-2025
ENV-NE-BBSC 005e Tree Safety Policy	Review The Commons' Tree Safety Policy tri-annually and the local site policy annually.	The Commons' Tree Safety Policy is reviewed every three years: next due in December 2024 Burnham Beeches and Stoke Common local site policy is reviewed annually, procedure review happened in July 2024.	Martin Hartup	03-Dec-2024	31-Jan-2025
ENV-NE-BBSC 005f OPM at Stoke Common	Actions for the management of OPM at Burnham Beeches and Stoke Common.	OPM Management Plan for 2024 was produced for both sites and was implemented.	Martin Hartup	03-Dec-2024	31-Mar-2025

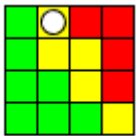
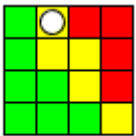
Appendix 3

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 006 Adverse impacts of extreme weather and climate change 24-Feb-2022 Martin Hartup	<p>Cause: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced.</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>	 <p style="text-align: center;">Impact</p>	12	<p>Work on site continues to mitigate the impact of extreme weather events and this is monitored on an ongoing basis. We accept the current level of risk.</p> <p>The target date shown is the date of the next review.</p> <p>05 Dec 2024</p>	 <p style="text-align: center;">Impact</p>	12	31-Mar-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 006a Fire management	Review and update plan annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services.	<p>New Burnham Beeches site maps are currently under construction in collaboration with local fire services. Next meeting booked January 2025.</p> <p>An emergency plan for Stoke Common, agreed with Buckinghamshire Fire and Rescue, is in place and subject to annual review and fire drills. There is now one being developed for Berkshire Fire and Rescue. Next meeting booked for January 2025.</p>	Martin Hartup	05-Dec-2024	31-Mar-2025
ENV-NE-BBSC 006b Storms	Storm monitoring & management and closure policies are in place across the sites and are linked to high staff awareness and training.	The site continues to monitor and respond to warnings of extreme weather. There has been one two-day closure in the last quarter of 2024 due to storm force winds.	Martin Hartup	09-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 009 Decline in condition of assets Page 84 15-Jun-2022 Martin Hartup	Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced Cyclical Works Programme (CWP) budget and limited capital programme. Event: Structures become unsafe or unusable. Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.		12	There has been some improvement in reactive repairs work and Planned Preventative Maintenance (PPM). However, there has been a failure in the quoted work system to progress items and these have now been moved into the into Cyclical Works Programme (CWP). The original CWP backlog still exists and there has been little progress so far on programming works. However, a complete fabric condition survey has been undertaken to help guide priorities on this with a pre-start meeting due to be held in mid-December. Concerns about the general situation are raised at quarterly client liaison meetings with City Surveyor's Department (CSD), and we continue to work with CSD to resolve service delivery issues. The risk has been reduced to 12 major/possible to reflect the positive actions above. 09 Dec 2024		8	31-Mar-2025	
							Reduce	

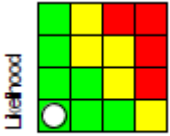
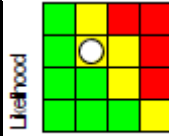
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 009b	Liaison with City Surveyor's Department	The Head Ranger continues to liaise with colleagues in the City Surveyor's Department (CSD) to restore a programme of regular PPM checks on key infrastructure. We are reliant on the CSD Facilities Management Team to achieve this.	Martin Hartup	03-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>ENV-NE-BBSC 008 Pollution</p> <p>15-Jun-2022 Martin Hartup</p>	<p>Cause: Continual pollution of Burnham Beeches as a result of inadequate sewerage provision for existing development in the local area, which is managed by Thames Water.</p> <p>Event: Sewage escapes into the watercourse running into Burnham Beeches after heavy rain.</p> <p>Effect: Pollution of the watercourses running into Burnham Beeches and associated degradation of the environment; potential reputational damage.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<p>Thames Water is looking at the whole sewer system in Farnham Common with a view to carrying out work to resolve the issue across the area. We are engaging in the process, which so far has largely been fact finding, prior to drawing up detailed proposals. Thames Water stated that they would present detailed proposals by December 2023 - we have not heard from them and await further communications. There has been an interim proposal from Thames Water that is currently being reviewed by officers prior to any major scheme being developed.</p> <p>We are unable to reduce the possibility of the risk occurring but continue to report any issues to the Environment Agency and Thames Water.</p> <p>Thames Water have presented the proposals for remedial work to Ofwat to gain approval for funding and a decision is pending. It is unclear how the financial issues relating to Thames Water will impact on the future of this project.</p> <p>The risk is accepted at its current level. The target date shown is the date of the next review.</p> <p>09 Dec 2024</p>	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<p>31-Mar-2025</p> <p>Accept</p>	

Appendix 3

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
NE-ENV-BBSC 008a Surveys to monitor impact	Commission surveys to assess the impact of pollution on indicator species.	BBSC has commissioned a project to compare the mosses and liverworts of the polluted stream with those of another local unpolluted stream. Thames Water is funding an equivalent project on freshwater invertebrates, the first part of the field work for which has been completed. Surveys and associated reports have been completed. Thames Water will continue to support monitoring activity and committed to propose a solution by December 2023, however, we have not yet heard from them and await communications.	Helen Read	05-Dec-2024	31-Mar-2025

The following risk has been closed and will be removed from the risk register.

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 001 Budget pressures 24-Feb-2022 Martin Hartup	Cause: 12% budget reduction with in-year unidentified savings. Loss of income from car parking, filming and other funding streams. Event: Fewer visitors and less filming interest. Effect: Inability to meet approved budgets; reduction in essential repairs and maintenance; reduction in key services; failure to meet business plan objectives; reputational damage.	 Likelihood Impact	1	Budget management is now controlled sufficiently as business as usual activity. This risk will now be closed. 20 Dec 2024	 Likelihood Impact	6	31-Mar-2025 Reduce	

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Coulsdon and Other Commons Risk Register

Generated on: 20 December 2024

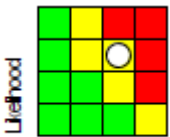
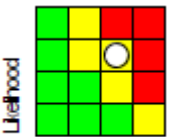


Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-009 Decline in condition of assets	<p>Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme.</p> <p>Event: Structures deteriorate to an unsafe condition.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>		16	<p>The key issues at Coulsdon Common are:</p> <ul style="list-style-type: none"> • The large, wooden corporate image (byelaw) boards located across the site, and • The cattle grids on Farthing Downs. <p>The local team has updated the previous audit of byelaw boards which was carried out by the City Surveyor's Department (CSD) in 2019. Since the 2019 audit, a further eight boards have been found defective and removed. In the last five years, there have been three near misses where boards have collapsed. Funding has now been approved to replace the byelaw boards in the 2024/25 financial year. The cattle grid has now been replaced and we will be working with the CSD to introduce annual inspections.</p> <p>Concerns about the general situation are</p>		12	31-Mar-2025	


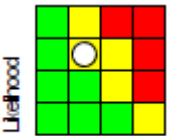
<p>15-Jun-2022 Allan Cameron</p>				<p>raised at monthly client liaison meetings with CSD. Issues continue to be raised at the monthly meetings with the Assistant Property Facilities Manager (APFM). 11 Dec 2024</p>			<p>Reduce</p>	
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
<p>ENV-NE-COC 009a Monitoring</p>	<p>Monthly site infrastructure checks.</p>	<p>Continual monitoring of byelaw boards, cattle grids and other structures is undertaken. Approval for funding of bye law boards of £160,000 has been agreed. £80,000 for 2024 and £80,000 for 2025.</p>	<p>Allan Cameron</p>	<p>11-Dec-2024</p>	<p>31-Mar-2025</p>

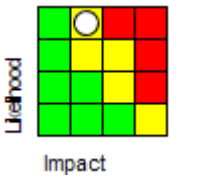
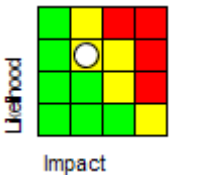
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 002 Negative impacts of visitor pressure 24-Feb-2022 Allan Cameron	Cause: The sites are more popular than in previous years, linked to people enjoying local natural environments which are free of charge. Increased population and housing in the local area. Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest (SSSI) which are not designed for such high visitor numbers. Effect: Ecological and environmental damage; reputational damage; loss of grants related to preservation; increased spend required to maintain sites/mitigate damage.	 Likelihood Impact	12	We are seeing a continual increase in visitor numbers and general population growth which we cannot influence. Therefore, we accept that we cannot reduce the possibility of the risk occurring. However, we continue to encourage people to use the sites responsibly. The target date shown is the date of the next review. 11 Dec 2024	 Likelihood Impact	12	31-Mar-2025	
							Accept	

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Action no, Title	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 002a	Establish a Conservation Ranger post.	We have recruited a Conservation Ranger who is monitoring development applications and undertaking detailed ecological surveys.	Allan Cameron	11-Dec-2024	30-Jun-2025


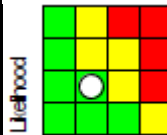
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 004 Negative impacts of development and encroachment 24-Feb-2022 Allan Cameron	Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development plans; lack of partnership working with Planning Authorities and inclusion in Local Development Plans; lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing or other developments on land affecting the sites. Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increased traffic on local road network.	 Lifelihood Impact	8	Local plans continue to be developed and are scrutinised and commented on by officers when required. Staffing capacity is currently unable to manage the volume of work associated with commenting on local plans. We have recruited a Conservation Ranger who will monitor development applications. 11 Dec 2024	 Lifelihood Impact	6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date	
ENV-NE-COC 004c	Establish a Conservation Ranger post.	We have recruited a Conservation Ranger who will monitor development applications.	Allan Cameron	11-Dec-2024	31-Mar-2025	
ENV-NE-COC 004d	Collaborative working	Seek advice and support from colleagues in the Planning and Development Division.	Investigate options for obtaining support and advice from colleagues in the Environment Department's Planning and Development Division.	Allan Cameron	11-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 005 Negative impacts of pests and diseases 24-Feb-2022 Allan Cameron	Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. ‘Natural’ spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM); Ash Dieback; foot and mouth disease; and neospora. Event: Sites become infected by animal, plant or tree diseases. Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.		8	Ash Dieback: The cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years. 11 Dec 2024		6	31-Mar-2025	
							Reduce	

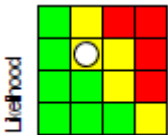
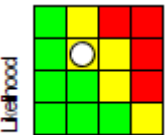
Page 3

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date	
ENV-NE-COC 005a	Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/ prevention.	Ongoing. Training needs are reviewed at regular team meetings, and proactively promoted via the Department Health & Safety Group and relevant corporate boards.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-COC 005b	Inspections	Annual tree inspections undertaken by qualified personnel.	This is ongoing action. Inspections continue on a scheduled basis or if and when the need arises.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-COC 005c	Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	This is an ongoing action.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-COC 005d	Biosecurity	Measures in place for staff, volunteers and contractors including public messages	This is an ongoing action.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-COC 005e	Tree Safety Policy	Review The Commons' Tree Safety Policy tri-annually.	The Commons' Tree Safety Policy is reviewed every three years. It was last reviewed in July 2021 and will be reviewed again by the end of January 2025.	Allan Cameron	11-Dec-2024	31-Jan-2025

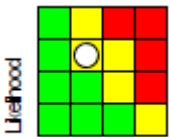

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 008 Pollution Page 94 15-Jun-2022 Allan Cameron	Cause: Continual pollution of Coulsdon Common through defective drainage infrastructure owned by Surrey County Council and managed by Thames Water. Event: High rainfall leads to prolonged periods of pollution from two soakaways located on Stites Hill Road. Contamination of site with sanitary toxic and foul waste. Effect: Health and safety implications for visitors; reduction in quality of land within a National Nature Reserve (NNR); reputational damage and potential legal liability for the CoL.	 Likelihood Impact	8	The Head Ranger attends meetings of the local multi-agency Flood Action Group where this is a standing agenda item. Thames Water has now accepted responsibility and liability for the drainage structures and the resulting pollution of the site. They committed to develop an action plan to resolve the problem by December 2024 but, despite meetings with Thames Water, the issue has still not been resolved. We will continue to have discussions on this to encourage a solution. We continue to report any issues to the Environment Agency and Thames Water. The target date has been extended to 31 December 2025 with the hope that Thames Water will put an action plan in place by that date. 11 Dec 2024	 Likelihood Impact	4	31-Dec-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 008a Flood Action Group	Attend meetings of the local Flood Action Group.	The Head Ranger represents the CoL at meetings of the local Flood Action Group which are held periodically (every 2-3 months).	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-COC 008c Thames Water action	Monitor progress of Thames Water action plan.	Thames Water has now accepted responsibility and liability for the drainage structures and the resulting pollution of the site. They committed to develop an action plan to resolve the problem by December 2024 but have not yet done so. Officers have met with Thames Water but have been	Allan Cameron	11-Dec-2024	31-Dec-2025

plan		unable to resolve the issue. We will continue to have discussions on this to encourage a resolution. The due date of this action has been extended to the end of December 2025 as the original target for an action plan.			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 001 Budget pressures 24-Feb-2022 Allan Cameron	Cause: Potential reduction in budget and income: reduction of income from car park charging; loss of income from rental properties. Event: Reduced budget and income. Effect: Potential staff reductions and inability to provide key services; financial failure; failure to achieve strategic objectives; significant reduction in service to users; reputational damage.	 Likelihood Impact	6	A Countryside Stewardship grant has been secured until 2026 and two vacant properties have been rented out, one with a long-term tenant until 2027, and the other on a rolling residential annual contract. These help to offset previous budget cuts. Car parking income was lower than estimated during 2022/23 (52% of estimated levels). The Assistant Director is currently reviewing income generation opportunities for The Commons. We will review the current and target risk scores again when the 2024/25 budgets are confirmed. In the meantime, we accept the risk at the current level. The target date shown is the date of the next review. 11 Dec 2024	 Likelihood Impact	6	31-Mar-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 001a Risk review	Regular review and monitoring of income situation.	Income targets are continually monitored and are reported monthly to the Chamberlain's Finance Business Partner. The due date of this action is the date when we will submit revised budget estimates for 2025/26.	Allan Cameron	11-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 006 Adverse impacts of extreme weather and climate change 24-Feb-2022 Allan Cameron	<p>Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced.</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>	 <p>Lifehood</p> <p>Impact</p>	6	<p>We are unable to reduce this risk but work on site continues to mitigate the impact of extreme weather events should they happen.</p> <p>The target date shown is the date of the next review.</p> <p>11 Dec 2024</p>	 <p>Lifehood</p> <p>Impact</p>	6	31-Mar-2025	
							Accept	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 006a Fire management	Review and update Fire Management plan bi-annually. Habitat fire management and monitoring policies and plans in place which link to staff training and local emergency services.	Detailed fire maps have been completed and shared with the fire services. The next review of the Fire Management Plan will be undertaken an external contractor appointed by the CoL's Fire Safety Advisor.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-COC 006b Storms	Storm monitoring and management and closure policies are in place at the site and linked to high staff awareness and training.	The sites continue to monitor and respond to warnings of extreme weather.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-COC 006c Climate change	Understand the potential impacts of climate change on Coulsdon Common. Engage in climate change research and debate.	Officers engage in ongoing research and dialogue.	Allan Cameron	11-Dec-2024	31-Mar-2025

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West Wickham and Spring Park Risk Register

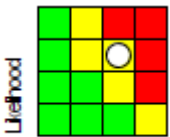
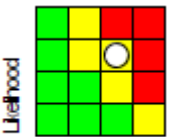
Generated on: 20 December 2024

Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE- WSP 009 Decline in condition of assets 15-Jun-2022 Allan Cameron	<p>Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme.</p> <p>Event: Structures deteriorate to an unsafe condition.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>The key issue at West Wickham and Spring Park is the large, wooden corporate image (byelaw) boards located across the sites.</p> <p>The local team has updated the previous audit of byelaw boards which was carried out by the City Surveyor's Department (CSD) in 2019. Since the 2019 audit, further boards have been found defective and removed. In the last five years, there have been three near misses where boards have collapsed. Funding has recently been approved to replace the byelaw boards during the 2024/25 financial year.</p> <p>Concerns about the general situation are raised at monthly client liaison meetings with CSD. Issues continue to be raised at the monthly meetings with the Assistant Property Facilities Manager (APFM).</p> <p>11 Dec 2024</p>	<p>Likelihood</p> <p>Impact</p>	12	31-Mar-2025	
							Reduce	

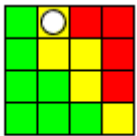
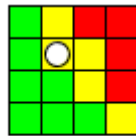
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 009a Monitoring	Monthly site infrastructure checks.	Continual monitoring of byelaw boards and other structures is undertaken. Approval for funding of bye law boards of £160,000 has been agreed. £80,000 for 2024 and £80,000 for 2025.	Allan Cameron	11-Dec-2024	31-Mar-2025

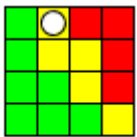
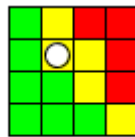
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 002 Negative impacts of visitor pressure 24-Feb-2022 Allan Cameron	Cause: The sites are more popular than in previous years, linked to people enjoying local natural environments which are free of charge. Increased population and housing in the local area. Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest (SSSI) which are not designed for such high visitor numbers. Effect: Ecological and environmental damage; reputational damage; loss of grants related to preservation; increased spend required to maintain sites/mitigate damage.	 Likelihood Impact	12 We are seeing a continual increase in visitor numbers and general population growth which we cannot influence. Therefore, we accept that we cannot reduce the possibility of the risk occurring. However, we continue to encourage people to use the sites responsibly. The target date shown is the date of the next review. 11 Dec 2024	 Likelihood Impact	12	31-Mar-2025		
						Accept		

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 002a	Recruit to the vacant Conservation Ranger post. Establish a Conservation Ranger post	We have recruited a Conservation Ranger who is monitoring development applications and undertaking detailed ecological surveys.	Allan Cameron	11-Dec-2024	30-Jun-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 004 Negative impacts of development and encroachment 24-Feb-2022 Allan Cameron	Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development plans; lack of partnership working with Planning Authorities and inclusion in Local Development Plans; lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing or other developments on land affecting the sites. Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increased traffic on local road network.	 Likelihood Impact	8	Local plans continue to be developed and are scrutinised and commented on by officers when required. Staffing capacity is currently unable to manage the volume of work associated with commenting on local plans. We have recruited a Conservation Ranger who will monitor development applications. 11 Dec 2024	 Likelihood Impact	6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 004c	Recruit to the vacant Conservation Ranger post. Establish a Conservation Ranger post	We have recruited a Conservation Ranger who will monitor development applications.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-WWSP 004d	Seek advice and support from colleagues in the Planning and Development Division. Collaborative working	Investigate options for obtaining support and advice from colleagues in the Environment Department's Planning and Development Division.	Allan Cameron	11-Dec-2024	31-Mar-2025

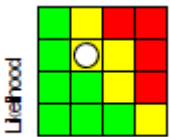

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 005 Negative impacts of pests and diseases 24-Feb-2022 Allan Cameron	<p>Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. ‘Natural’ spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM); Ash Dieback; foot and mouth disease; and neospora.</p> <p>Event: Sites become infected by animal, plant or tree diseases.</p> <p>Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.</p>	 <p>Lifehood</p> <p>Impact</p>	8	Ash Dieback: The cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years. 11 Dec 2024	 <p>Lifehood</p> <p>Impact</p>	6	31-Mar-2025	
							Reduce	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 005a Staff training	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/ prevention.	Ongoing. Training needs are reviewed at regular team meetings and proactively promoted via the Departmental Health & Safety Group and relevant corporate boards. Needs are also reviewed at six-monthly divisional Health and Safety meetings.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-WWSP 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-WWSP 005c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	This is an ongoing action.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-WWSP 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	This is an ongoing action.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-WWSP 005e Tree Safety Policy	Review The Commons' Tree Safety Policy tri-annually.	The Commons' Tree Safety Policy is reviewed every three years. It was last reviewed in July 2021 and will be reviewed again by the end of January 2025.	Allan Cameron	11-Dec-2024	31-Jan-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 001 Budget pressures Page 104 24 Feb-2022 Allan Cameron	Cause: Potential reduction in budget and income: reduction of income from car park charging; loss of income from rental properties. Event: Reduced budget and income. Effect: Potential staff reductions and inability to provide key services; financial failure; failure to achieve strategic objectives; significant reduction in service to users; reputational damage.	 Likelihood Impact	6	A Countryside Stewardship grant has been secured until 2026 and two vacant properties have been rented out, one with a long-term tenant until 2027, and the other on a rolling residential annual contract. These help to offset previous budget cuts. Car parking income was lower than estimated during 2022/23 (52% of estimated levels). The Assistant Director is currently reviewing income generation opportunities for The Commons. We will review the current and target risk scores again when the 2024/25 budgets are confirmed. The target date shown is the date of the next review. 11 Dec 2024	 Likelihood Impact	6	31-Mar-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 001a Risk review	Regular review and monitoring of income situation.	Income targets are continually monitored and are reported monthly to the Chamberlain's Finance Business Partner. The due date of this action is the date when we will submit the revised budget estimates for 2025/26.	Allan Cameron	11-Dec-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 006 Adverse impacts of extreme weather and climate change 24-Feb-2022 Allan Cameron	<p>Cause: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced.</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>	 <p>Lifehood</p> <p>Impact</p>	6	<p>We are unable to reduce this risk but work on site continues to mitigate the impact of extreme weather events should they happen.</p> <p>The target date shown is the date of the next review.</p> <p>11 Dec 2024</p>	 <p>Lifehood</p> <p>Impact</p>	6	31-Mar-2025	
							Accept	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 006a Fire management	Review and update Fire Management plan bi-annually. Habitat fire management and monitoring policies and plans in place which link to staff training and local emergency services.	<p>Detailed fire maps have been completed and shared with the fire services.</p> <p>The next review of the Fire Management Plan will be undertaken by an external consultant appointed by the CoL's Fire Safety Advisor.</p>	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-WWSP 006b Storms	Storm monitoring and management and closure policies are in place at the site and linked to high staff awareness and training.	The sites continue to monitor and respond to warnings of extreme weather.	Allan Cameron	11-Dec-2024	31-Mar-2025
ENV-NE-WWSP 006c Climate change	Understand the potential impacts of climate change on West Wickham and Spring Park. Engage in climate change research and debate.	Officers engage in ongoing research and dialogue.	Allan Cameron	11-Dec-2024	31-Mar-2025

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Manager for further information.

May 2021

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Agenda Item 8

Committees: Epping Forest and Commons	Dated: 23/01/2025
Subject: Assistant Director Epping Forest Update Report Oct-Dec 2024 (SEF 01/25)	Public
This proposal a) delivers Corporate Plan 2024-29 outcomes Diverse Engaged Communities Leading Sustainable Environment Vibrant Thriving Destination Flourishing Public Spaces b) provides statutory duties c) provides business enabling functions	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Katie Stewart, Executive Director Environment	For Information
Report author: Jacqueline Eggleston, Assistant Director (Superintendent) of Epping Forest, Natural Environment	

Summary

The purpose of this report is to present key information on business activity aligned to objectives for Epping Forest for the period October 2024 -December 2024.

Recommendation

Members are asked to:

- Note the report.

Current Position

This report provides information for the third quarter for 2024/25 and should be read in conjunction with separate reports on financial activity, risk management and high-level business planning to provide an overview of progress made against Corporate and Natural Environment objectives.

Progress against Natural Environment Strategies and Business Plan objectives for the period July-September 2024 is outlined in Appendix 1. Of particular note;

1. Nature Conservation and Resilience

1.1 Major habitat restoration works continued under the Countryside Stewardship Scheme including veteran tree management in the north of the Forest and wood-pasture restoration at Leyton Flats.

1.2 The Great Gregories 'Future Proof Farm' project to improve sustainability at the cattle overwintering facility was completed.

1.3 A floating reedbed was installed in Heronry Pond at Wanstead Park to improve water quality and funded by environmental group Thames 21.

2. Community Engagement

2.1 Numerous volunteer activities organised with 39 new volunteer litter pickers recruited.

2.2 Funding was awarded for CCTV in flytipping hotspots as part of a partnership approach with Essex Police and EFDC.

3. Access and Recreation

3.1 Roadside sightlines and verges had their final cut of the season.

4. Culture, Heritage and Learning

4.1 Planning permission was granted and funding approved to implement the Grotto restoration plan.

5. Enforcement

5.1 Manor Road Traffic Regulation Order (TRO) - Following approval from EF&CC in November 2020 and further direction from EF&CC in March 2023, Epping Forest officers have worked with Essex County Council Highways Officers (ECC) in pursuance of a permanent TRO for the nighttime closure of Manor Road, High Beach (Pillow Mounds Car Park) with revised timings from the original ETRO. Epping Forest Officers have spent the past 18 months collecting evidence for submission to ECC in pursuance of obtaining a permanent TRO.

5.2 Epping Forest Officers have been working in conjunction with Essex Police and EFDC's Community Safety Partnership to collect a body of evidence to submit in a statement of reasons for a TRO. The nighttime anti-social behaviour at the site that was prevalent prior to, but then exacerbated during the Covid pandemic, initiated the ETRO. However, the evidence collected since March 2023 is irrespective of the issues faced during the Covid pandemic and demonstrates that this is a continuing problem. The EF enforcement officers have continued to work closely with partnership agencies to pursue the installation of CCTV and ANPR apparatus within the Manor Rd/Pauls Nursery Road area to assist in the identification of those involved in ASB and rural crime.

6. People Management

6.1 Recruitment continues alongside induction of 21 new starters this year. An induction and staff conference was held in November with practical activities to

help officers learn from each other and understand how we meet our management objectives.

Conclusion

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

Appendices

- Appendix 1 – Progress against key objectives / actions.

Jacqueline Eggleston

Assistant Director/ Superintendent Epping Forest

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**Progress against the Natural Environment Strategy Action Plans and Business Plan objectives
Quarter Three (October – December) 2024-25**

Epping Forest

1. Nature Conservation and Resilience
2. Community Engagement
3. Access and recreation
4. Culture heritage and learning
5. Sustainable Business Model

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1		Nature Conservation and Resilience
	Action/Objective	Progress update (Quarter Three 2024-25)
	Theme 1	To protect and enhance the biodiversity of our open spaces
1.2	SSSI condition improvement and Species Recovery plans are in place for all our sites	<ul style="list-style-type: none"> • Forest 2 CSS – major wood pasture restoration works completed at Oak Hill (Woodford) and Phase 1 works Leyton Flats - extensive tree and scrub clearance work. Metal trackways were used to protect the ground during works. Leyton Flats work will resume in August 2025. • Veteran tree management for Forest 1 & 2 CSS at Bury Wood, St Thomas’ Quarters, Great Monk Wood, Honey Lane Quarters – 231 trees worked including 18 host trees of the rare Zygodon forsteri moss • Bell Heather planted on Warren Hill heathland – reintroduction of this species to the Forest since the 1970s. plants were cultivated from cuttings taken from Tiptree Heath (Essex Wildlife Trust site).
1.4	Community support and engagement in the conservation of our open spaces is increased	<ul style="list-style-type: none"> • The Grazing and Landscape Manager gave a talk on the history of Grazing in the Forest and the benefits of Conservation Grazing to the Aldersbrook Horticultural Society. • The Grazing and Landscape Manager hosted Lecturers and 30, 2nd & 3rd year student from Writtle college. The visit is conducted annually. • The Grazing and Landscape Manager gave a talk to “Herefordshire Meadows” at their AGM on grazing management with the use of collar-based technology and GPS technology. • We have had 34 calves born to date

	<ul style="list-style-type: none"> • The Grazing and Landscape Manager and Biodiversity Officer met with representees of Listt.io, a small startup building technology to improve conservation and agriculture practices, the visit was to explore whether their portable sheep pen could be adapted to in order to bring pig grazing back to Forest. • The Project “Great Gregories – Future proof farm” has been completed, a large construction project part funded by Countryside Stewardship. The aims of the project were to cover up areas of the farm to reduce rainwater mixing with animal bedding which causes ammonia air pollution, this included covering up feeding areas, providing covered storage for farmyard manure, building cover for un-wrapped hay and straw and rainwater harvesting which is then supplied to cattle as drinking water. • EF Head of Conservation presented at the EFHT AGM. • EF Superintendent, Head of Conservation and Chairman met representatives from The Big Green Internet and Eaton Park Country Park restoration to discuss their ambition for reconnecting fragments of woodland across Essex and Epping Forest's part in this. • EF Head of Conservation took part in the River Ching Action Plan filming day with the EA, Cllr from Waltham Forest, and volunteers from The Ching Action Group. This supports the formal publication of The Ching Action Plan on the GOV.UK website and Thames21 website which the EF Conservation Team have inputted into and the Groups campaign to encourage volunteers to sign up. In December there has been social media campaigns to cover the River including short videos from the filming day. • EF Head of Conservation attended Thames21's stakeholder meetings for The Roding Rises project. Thames1 has secured development funding from The National Lottery Heritage Fund and the meetings are to discuss the framework for Capital Projects. • EF Conservation team met with RSPB to review Turtle Dove habitat restoration opportunities at Copped Hall. • EF Head of Conservation presented at the launch of the Deer Strategy for London hosted by London Wildlife Trust in partnership with the GLA at Camley Street Natural Park. • EF Conservation team met Professor of Physical Geography and Deputy Head of School Alex Henshaw of Queen Mary University of London to discuss collaborative opportunities to support students and research at Epping Forest and Buffer Lands.
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	Theme 2	To increase the resilience of our open spaces within a wider, interconnected natural landscape.
2.2	Landscape connectivity around our open spaces is enhanced through collaboration with other organisations and stakeholders	<ul style="list-style-type: none"> • Responses made to consultation on Local Nature Recovery Strategies for London and for Essex. • EF Conservation Team met the EA and Thames21 to discuss potential watercourse enhancements at Cobbins Brook at Copped Hall Buffer Lands and Brookhouse Brook at Great Gregories. • EF Head of Conservation attended London White Stork Working Group, alongside environmental NGOs, LPA, and landowners. • EF Conservation and Arb Team hosted a site visit for the Property Operations Manager for National Trust Hatfield Forest. • Officers attended the London Lea Catchment Partnership Meeting to discuss project work and the Partnerships future vision. • EF Head of Conservation with CoL Natural Environment Director attended a site visit to Enfield Chase as part of the London Rewilding Action Group. A visit also included a site visit to Forty Hall beaver site.
2.3	Reduced visitor impact on priority habitats and other important sites through sustainable visitor and mitigation strategies being in place and implemented	<ul style="list-style-type: none"> • Visitor Survey completed by Footprint Ecology for 2024 (repeat of 2019 survey)
2.4	Damaging introduced species monitored and kept under control	<ul style="list-style-type: none"> • APHA Notice issued on Warren Plantation for outbreak of pathogen <i>Phytophthora Ramorum</i>. Control measures put in place with biosecurity procedures for staff and contractors.
	Theme 3	Establish a natural capital based management process across our open spaces
3.3	The City of London Corporation's Climate Action Strategy goals are met for the open spaces	<ul style="list-style-type: none"> • Deer Management commenced with oversight from DMOG • Baseline soil carbon sampling bird surveys, fixed point photography, earth worms • Hydrology assessment tenders out • EOI made to EA for £200k fund for leaky dams and flood prevention. • Deer enclosure plot location proposal site visits undertaken • Deer drone census survey completed

		<ul style="list-style-type: none"> • The CoL Environmental Resilience Officers installed leaky dams for natural flood management at Yardley Hill.
	EF Management Strategy Conservation objectives	<ul style="list-style-type: none"> • Floating reedbed installed on Heronry Pond, Wanstead Park, funded and project managed by Thames 21. This will improve water quality around road run off • New fencing installed at Deer Sanctuary • Tree Management targets not met in December due to staff injury and storms. Surveying taking place • Queens Oak at High Beach suffered in storm – gradual decline to be managed • Officers met Forestry Commission to discuss potential for development of a woodland management plan.

2		Community Engagement
	Action/Objective	Progress update (Quarter Three 2024-25)
	Theme 1	Partnership
1.1	Build and sustain meaningful and lasting partnerships with the communities we serve	<ul style="list-style-type: none"> • International Volunteer Day social media posts celebrating the individual volunteers and volunteer groups who work in partnership with Epping Forest. • Officers consulted with the WREN Group on future habitat work at the skylark areas • Officers attended the Visit Essex Conference.
1.2	Implement a holistic approach to community engagement that encourages active participation	<ul style="list-style-type: none"> • Epping Forest Consultative Group were consulted on Fingerpost signage installation.
1.3	Cultivate and support successful partner organisations that support us in mission delivery	<ul style="list-style-type: none"> • Successful partnership working with Local Authority outreach teams (via 'Streetlink' referrals) and Met Police, with support from Enforcement, Keeper and Litter teams to clear and deter drug encampments around Manor Flats in Newham & Redbridge. Shrub clearance undertaken. • Successful partnership with Essex Police and EFDC for Police and Crime Commission Essex Safer Streets Funding for CCTV/ANPR cameras in fly tipping hotspot, High Beach.

		<ul style="list-style-type: none"> • Site visits held with contractors and Essex Highways and Natural England to finalise A104 schematic plans • Joint training day with EFDC and Essex Police on flytipping – good practice and evidence based tactics
	Theme 2	Removing Barriers
2.1	Ensure diverse and representative participation in our work and spaces	<ul style="list-style-type: none"> • Expanded youth volunteering opportunities including pre-school litter picks and youth conservation sessions. • Officers lead volunteers in doing work around the Zygodon host trees; clearing encroaching bramble, holly and tree saplings from the small area immediately around each host tree and detailed work clearing competing common mosses from the beech root knotholes, which is the habitat that Zygodon forsteri favours, to allow it to expand. An estimated 120 bags of litter have been removed, along with around 4 tents.
2.2	Create physical spaces that are as accessible as possible to as many people as possible	<ul style="list-style-type: none"> • Storms Bert and Darragh responses promptly cleared paths • Extensive ditch clearance along Bury Lane to prevent flooding • Grass cutting completed for the season
	Theme 3	Ownership
3.1	Facilitate a deep sense of pride in and attachment to our open spaces among user groups and communities	<ul style="list-style-type: none"> • Collaboration with Ching Action Plan – 35 volunteers signed up to participate • A litter picking event was held on the 27th November at Leyton Flats with 13 attendees, following the CSS habitat works which had revealed large volumes of litter which volunteers helped to clear away. There was liaison with the already established OWL Group who litter pick at Leyton Flats to update them on the habitat work, and who also litter picked throughout the opened up area.
3.2	Create opportunities for user groups and communities to provide additional resource to the Corporation to support mission delivery	<ul style="list-style-type: none"> • 39 new volunteer litter pickers recruited. • 1 new learning assistant volunteer recruited. 3 new visitors centre volunteers recruited. • Bi-monthly volunteer information sessions took place at the Epping Forest Visitors Centre at Chingford. • Event support volunteering opportunities at the Epping Forest Visitors Centre.

		<ul style="list-style-type: none"> Leaky Dam installations were supported by volunteer groups Epping Forest Heritage Trust and Epping Forest Conservation Volunteers.
	Theme 4	Thriving Spaces
4.3	Provide a diverse mix of opportunities for enrichment at our open spaces	<ul style="list-style-type: none"> Licences for activities cancelled due to storms
	Theme 5	Knowledge Transfer
5.1	Ensure easy access to information about the Corporation, its open spaces, and our management practices	<ul style="list-style-type: none"> Coverage on social media for National Tree Week included tree management video and time lapse video clearing trees after Storms with explanation why car parks close during storms
5.3	Ensure greater understanding among members of the public of the Corporation's efforts to preserve and care for our spaces	<ul style="list-style-type: none"> Annual Review published National Tree Week coverage A Storymaps page was published for the Leyton Flats CSS habitat works to convey the explanation for the works, this was a valuable resource used in responding to complaints about the works
5.4	Improve service delivery by the Corporation at its open spaces through information exchange	<ul style="list-style-type: none"> Conservation Officers from Burnham Beeches and EF met to discuss good practice

3		Access and Recreation
	Action/Objective	Progress update (Quarter Three 2024-25)
	Theme 1	Balance
1.3	Reduced visitor impact on priority habitats and other important sites through sustainable visitor and mitigation strategies being in place and implemented.	<ul style="list-style-type: none"> • Bell Common link road permanent stop up from 9 Dec • Open Riding closed for the season
	Theme 2	Excellence
2.3	Provide on-site infrastructure and welcome facilities to create exemplary world class sites that are renowned for the highest quality visitor experience	<ul style="list-style-type: none"> • Thames Water and their contractors Morrisons finished removing inappropriate material (containing re-cycled glass) from a surfaced ride (Woodman's ride Chingford) and re-laid with coxwell gravel over the affected area. This was from damage caused to the ride by Thames with vehicles traffic using the ride earlier in the year.
2.4	Make improvements to both informal and formal recreational facilities	<ul style="list-style-type: none"> • Engagement Officer and Estate Manager met with Friends of Wanstead Parklands regarding playground developments at Wanstead Park,

4		Learning and Heritage
	Action/Objective	Progress update (Quarter Three 2024-25)
	Theme 3	Opportunities in education and employment
3.4	Provide opportunities for apprenticeships and traineeships leading to skills and career development.	<ul style="list-style-type: none"> • Two apprentice arborists recruited • Estate Worker apprentice recruited
	Theme 4	Engagement, Confidence and enjoyment
4.1	Engage participants in our learning, heritage and cultural activities which provide opportunities to explore, enjoy and feel safe in our spaces.	<p>'Batty about Epping Forest' seasonal events included two Bat Walk and Talk events in partnership with the Fields Study Centre, a youth conservation session with Highams Park Snedders, a youth litter pick and a bat craft workshop.</p> <p>Festive Forest events and activities including youth litter pick, Tudor storytime, Little Saplings storytime and carols, and wreath making workshops.</p>
	Theme 5	Care, management and promotion
5.1	Conserve and enhance our heritage assets in accordance with statutory requirements, sector guidance and best practice.	<ul style="list-style-type: none"> • Grotto CMP approved and funding allocated for scheme of work with eventual aim to remove from HARR

		Income Generation
	Action/Objective	Progress update (Quarter Three 2024-25)
1.1	Filming	<ul style="list-style-type: none"> • Major filming for Apple TV in Loughton and Chingford from 28 Oct to 13 November – The Completely made-up adventures of Dick Turpin starring Noel Fielding Operationally this was a great success and was monitored throughout by staff. Income was £65,000 +vat. • Filming requests reduced during the winter months. • Paddington in Peru was released in cinemas and featured a scene shot on Hollow Pond in September 2023.
1.2	Property	<ul style="list-style-type: none"> • Jubilee Flats handed to agent for marketing for AST with both flats estimated rental income £1800 each pcm. • New Project Manager for CWP works appointed and setting up process for prioritisation from next financial year • Valuations conducted for empty properties for rental income • Capel Road lease signed for community facility and nursery • 5 encroachments currently being challenged • Major yard and buildings clearance across Warren complex • New lockers for body worn armour installed • Five year spending (machinery and equipment) planning

		People Management
	Action/Objective	Progress update (Quarter Three 2024-25)
1.1	Recruitment	<ul style="list-style-type: none"> • Conservation Manager started in November • Arborist role interviews completed, appointment offered. • Forest Keeper posts interviewed with 4.5FTE appointments offered. • The Head Herdsperson left, a replacement will be sought and advertised in January 2025.

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Agenda Item 9

Committee(s): Epping Forest and Commons Committee	Dated: 23/01/2025
Subject: Epping Forest Five Year Business Plan 2025-30 (SEF 06/25)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> • Diverse engaged communities • Dynamic economic growth • Vibrant thriving destination • Flourishing public spaces • Providing excellent services • Leading sustainable environment
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£tbc
What is the source of Funding?	Local Risk / External
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Katie Stewart, Executive Director, Environment	For Decision
Report author: Jacqueline Eggleston, Natural Environment	

Summary

This report provides an introduction to a five- year business plan for Epping Forest. The business plan is attached in Appendix A and outlines high level projects and core business plans indicatively for the next five years. The business plan incorporates routine work necessary to deliver the core objectives of the Epping Forest charity (as set out in the Epping Forest Act 1878 ("1878 Act"), but also to deliver projects and workstreams that enhance delivery of these core objectives.

Recommendation

Members are asked to:

- Approve, in principle, the Five-Year Business Plan contained in Appendix A for Epping Forest and delegate authority to the Assistant Director, Epping Forest to make amendments and carry out annual reviews as necessary to re-

prioritise or re- scope workstreams to accommodate new pressures or change.

Main Report

Background

1. A Management Strategy 2020-2030 was agreed at your Committee on 18 November 2019. This set out strategic priorities and outcomes over a ten- year period for Epping Forest.
2. This Management Strategy reflects the obligations of the 1878 Act, as well as other relevant legislative requirements.
3. A three-year business plan was agreed for 2020-2023 but no formal update to this has been since agreed.
4. Subsequently, a suite of four Natural Environment Strategies has been developed and a Corporate Plan for 2024 – 29 has been launched.

Current Position

5. The five-year business plan in Appendix A lists the workstreams planned to deliver on the core objectives of the Epping Forest Charity (which are as set out in the Charity's governing documents, primarily the 1878 Act), along with the relevant Corporate Plan outcomes and Natural Environment Strategies.
6. In addition to delivering the core objectives of the 1878 Act, staff and financial resources are also required to deliver on further legislative requirements and corporate agendas that are relevant to the Epping Forest Charity, such as the City of London Corporate Strategy, Climate Action Strategy and Natural Environment Charity Review.
7. The Natural Environment Strategies also strive for new areas of development and improvement in provision.
8. There are also additional pressures on resources as a result of dealing with increased visitor numbers, impacts of climate change and impacts of externally led projects such as road schemes and housing developments.
9. The five -year business plan focuses more heavily on the next 2- 3 years as more detail for this is available, but with many projects being delivered over the full five years.

Proposals

10. Appendix A presents a summary of a much larger spreadsheet document that is the working business plan which has additional columns for detail of objectives met, resourcing, lead and support officers, dependencies and detailed alignment with specific objectives.

11. The business plan has almost 130 workstreams listed and so has been supported by a prioritisation matrix, presented to your Committee in November 2024. This tool has highlighted areas of work to focus on first and this has been reflected as far as possible in the business plan.
12. The business plan is not an exhaustive list of work streams within Epping Forest. Routine service delivery is not captured, such as sports ground/ golf maintenance, bookings and administrative duties and 'front of house' roles that focus on keeping facilities open. Routine litter picking/ assistant keeper roles are not covered, animal husbandry, grasslands, estate and tree maintenance are also not covered in the business plan other than by exceptional work.
13. Resourcing has been identified as far as possible at this stage but there is more work to complete on this as workstreams are planned in more detail. However, in principle, for any new areas of work identified throughout the lifespan of the business plan that are not already specified, consideration will need to be given to which workstream will need to be ceased or postponed in order to accommodate the new work. Again, the prioritisation matrix can be used to assist with this.

Key Data

14. There are almost 130 workstreams contained within the business plan with around 90 already being delivered or commenced in 2025/6.

Corporate & Strategic Implications

Strategic implications

15. The EF Business Plan delivers on all of the Corporate Plan objectives, Natural Environment Strategy Objectives and Epping Forest Management Strategy objectives as detailed in the report

Financial implications

16. The Business Plan indicates whether workstreams can be met within local risk budget or whether additional resources are required. In some cases, where a suitable source of funding has not been identified this is flagged under dependencies as the project cannot be delivered without external funding.

Resource implications

17. Resources are identified in the main spreadsheet with projects that cannot be met within the allocated staff resource identified under dependencies as requiring additional funding/ contractors or other external resources.

Legal implications

18. The 1878 Act requires the City of London Corporation (as Conservators of Epping Forest) to regulate and manage Epping Forest under and in accordance with the provisions of that Act.
19. The 1878 Act places obligations on the Conservators to keep Epping Forest unenclosed and unbuilt on as an open space for the recreation and enjoyment of the public and to, for example, preserve the Forest's natural aspect and protect the timber and other trees etc growing on the Forest (see section 7). The 1878 Act also includes responsibilities in relation to, for example: deer; rights of common; inclosure; and the preservation of the Queen Elizabeth Hunting Lodge. These obligations need to be balanced alongside the requirements of subsequent, modern legislation.
20. Parts of Epping Forest are also designated as a Site of Special Scientific Interest under the Wildlife and Countryside Act 1981, and as a Special Area of Conservation under the Conservation of Habitats and Species Regulations 2017. These obligations and designations will be taken into account, as appropriate, in the implementation of projects identified in the business plan.

Risk implications

21. Activities within the business plan are assessed within the Epping Forest Risk registers.

Equalities implications

22. Activities within the business plan have equalities impact assessments where relevant and the range of activities address a wide scope of equality considerations as captured within the corporate and local objectives.

Climate implications

23. Several of the activities with the business plan are specifically to address climate issues.

Security implications

24. None

Charity Implications

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

Appendices

- Appendix 1 – Epping Forest Five-year Business Plan

Report Author

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Year	Epping Forest Management Strategy 2020-2030 (Charitable objectives from EF ACT)	Programme / Project (where relevant)	Activity	Year commencing	Prioritisation Score	Nature conservation and resilience	Community engagement	Access and recreation	Culture, heritage, and learning	Column1
Income Generation	5. Resilient Environment		Budget setting and financial monitoring	2024/5						
Access and Recreation	1. A Welcoming Destination for All		Communications plan and campaigns planning	2024/5	29	x	x	x	x	
Access and Recreation	3. Health Recreation and Enjoyment	Wanstead Flats Football	Football sustainability Carry out football development strategy to improve financial outlook for Wanstead Flats Playing Fields.	2024/5			x	x		
Access and Recreation	1. A Welcoming Destination for All		Hospitality / Occasions events: Rangers 50 Visit, 150 anniversary 2028	2024/5	16	x	x	x	x	
Access and Recreation	1. A Welcoming Destination for All	Paths Programmes	Ranger's Ride	2024/5						
Nature Conservation and Resilience	5. Resilient Environment	Safety 365	Safety 365 audit Review of all H&S policies SSOW etc Develop working group Training	2024/5						
Nature Conservation and Resilience	6. Sustaining an Internationally Important Habitat	Tree works backlog - reprioritise, risk report.	Evaluate tree safety zones and re-assignComplete all overdue works by Jan 25, complete all outstanding works by Aug25	2024/5	23	x		x		
Income Generation	5. Resilient Environment	City bow-wave funding implementation	City bow-wave management, programming, implementation. Identify and report priorities	2024/5						
Access and Recreation	1. A Welcoming Destination for All		PROW audit and maintenance	2025/6	18			x		
Access and Recreation	1. A Welcoming Destination for All		Infrastructure audit (including waymark trails, furniture, culverts etc) to inform/develop an estate asset inspection framework	2025/6				x		
Access and Recreation	1. A Welcoming Destination for All		Signage Audit	2024/5						
Access and Recreation	3. Health Recreation and Enjoyment		Target ASB & responsible Forest use campaigns (recognised ASB plus issue specific e.g quad/electric scramble bikes, drones, flytipping, fire prevention, fungi picking etc)	2024/5			x			
Community Engagement	6. Sustaining an Internationally Important Habitat		Collaboration with Education establishments to provide training opportunities, career development, work experience, research etc Develop list of projects (conservation work etc) that would benefit from supporting research from university Undergrad, Masters, PhD	2024/5			x			
Community Engagement	1. A Welcoming Destination for All		Engagement and Education events e.g summer theatre, Beating the Bounds	2024/5	25	x	x	x	x	
Community Engagement	3. Health Recreation and Enjoyment		Volunteer Strategy, recruitment campaign and roll out	2024/5	33	x	x	x	x	
Community Engagement	1. A Welcoming Destination for All		Establish Waste and Recycling Stakeholder network	2024/5			x			
Culture Heritage and Learning	1. A Welcoming Destination for All		Brambly Hedge Trail	2024/5	27	x	x	x	x	
Culture Heritage and Learning	4. Heritage Landscapes	Historic Avenue Restoration	Create management plan for Jubilee Ave Jan 2025, Submit funding application for replanting April 2025	2024/5	18	x	x	x	x	
Culture Heritage and Learning	4. Heritage Landscapes	LIDAR Project (heritage)	Lidar interpretation and engagement project LIDAR interpretation nearly complete. Working with Historic England and West Essex Archaeology	2024/5	15	x	x	x	x	
Culture Heritage and Learning	1. A Welcoming Destination for All	Wanstead Park Programme	Wanstead Park Masterplan Refresh	2024/5	26	x	x	x	x	
Income Generation	5. Resilient Environment	BNG Assessment Opportunities	Copped Hall Buffer Lands Woodredon South Complete baseline of woodland at Great Gregories, opportunities for enhancement Support and delivery working with charity review city wide project on BNG	2024/5	21	x	x	x		
Income Generation	5. Resilient Environment		Clays Lane letting	2024/5	25			x		
Income Generation	5. Resilient Environment		Highams Park Boathouse lease	2024/5	26		x	x		
Income Generation	1. A Welcoming Destination for All		Review management of holiday let properties	2024/5	23		x	x	x	
Income Generation	5. Resilient Environment		Weddings and Hire relaunch	2025/6	23		x	x	x	
Income Generation	3. Health Recreation and Enjoyment	Chingford Golf Course	Maintain Chingford Golf Course as a profitable business Providing excellent services and improved irrigation for player ability and course standards Manage hire fleet	2024/5				x		
Access and Recreation	5. Resilient Environment		ANPR Trial	2024/5			x	x		
Nature Conservation and Resilience	2. A Beautiful Forest	Deer Management Programme	Annual deer management and monitoring, ADMP & reporting Deer drone census Deer habitat activity and impact surveys Deer enclosure plots DVC monitoring Review grant funding from FC Woodland Management Plan Incinerator planning application submission 2025.	2024/5	21	x			x	
Nature Conservation and Resilience	2. A Beautiful Forest	Bell heather reintroduction	Management, monitoring, expansion plan to be created. Long term reestablishment plan	2024/5	25	x	x	x	x	
Nature Conservation and Resilience	5. Resilient Environment	Carbon Removals Programme	Copped Hall arable reversion to meadow Arable reversion completed September 24. Requires a habitat management and monitoring plan (HMMP) Condition assessment surveys Botanical surveys	2024/5	29	x	x	x	x	
Nature Conservation and Resilience	5. Resilient Environment		Emergency plan review	2024/5		x	x			
Nature Conservation and Resilience	5. Resilient Environment	Essex and London Local Nature Recovery Strategies input	Continued engagement with London and Essex LNRS London LNRS Task and Finish Group for priority species and habitats	2024/5	17	x	x	x		
Nature Conservation and Resilience	6. Sustaining an Internationally Important Habitat	CSS Forest 1	Delivery of Forest 1 Pollard creation and pollard management Woodland pasture creation and opening glades CSS works and grassland team, bring in arb team.	2024/5	29	x	x	x	x	
Nature Conservation and Resilience	6. Sustaining an Internationally Important Habitat	CSS Forest 2	Delivery of Forest 2 Pollard creation and pollard management Woodland pasture creation and opening glades CSS works and grassland team, bring in arb team.	2024/5	29	x	x	x	x	
Nature Conservation and Resilience	4. Heritage Landscapes		Fence at WP- consultation (deteriorated concrete fence replacement)	2025/6						
Nature Conservation and Resilience	2. A Beautiful Forest	Ching Action Plan	Engaging with volunteer group to support on delivery of projects listed on Ching Action Plan	2024/5	18					
Nature Conservation and Resilience	2. A Beautiful Forest	SAMMS	SAMMS recruitment and strategy	2024/5	31	x	x	x	x	
Nature Conservation and Resilience	5. Resilient Environment	Wanstead Park floating reedbed	Habitat management and monitoring plan 6 monthly check	2024/5	20	x				
Nature Conservation and Resilience	5. Resilient Environment		Wayleaves policy	2025/6	19					
Nature Conservation and Resilience	1. A Welcoming Destination for All	EF GIS improvements	Setting up EF GIS and survey123 forms Mapping and reporting using survey forms for multiple teams	2024/5					x	
Nature Conservation and Resilience	5. Resilient Environment		POLICY REVIEW - review all operational policy and procedures on cyclical basis	2024/5		x	x	x	x	
Nature Conservation and Resilience	5. Resilient Environment		Highways Exchange and Land Policy	2025/6				x	x	
Nature Conservation and Resilience	5. Resilient Environment		Boundary/wayleave checking	2024/5						
Community Engagement	5. Resilient Environment		Safer Community Partnership Liaison	2024/6			x	x		

Access and Recreation	1. A Welcoming Destination for All		Annual publication	2025/6	23	x	x	x	x	
Access and Recreation	1. A Welcoming Destination for All		Car park repairs	2025/6	24			x		
Access and Recreation	1. A Welcoming Destination for All	CSS funded signage (AC1)	Creation and installation of interpretation and wayfinding across Forest 2	2025/6	27	x	x	x	x	
Access and Recreation	1. A Welcoming Destination for All	SAMMS	Information and Education Roadshow inc SAMMS programme	2025/6	23	x	x	x	x	
Access and Recreation	2. A Beautiful Forest		Spatial Masterplan for Forest, Buffer Land and Connections Study	2025/6	28	x	x	x	x	
Access and Recreation	1. A Welcoming Destination for All	Paths Programmes	Mapping scoping and permissions for surfaced path installation and path repairs	2025/6				x		
Access and Recreation	1. A Welcoming Destination for All	SAMMS	Roll out train station signage projects	2025/6	21	x	x	x	x	
Access and Recreation	1. A Welcoming Destination for All	SAMMS	Responsible dog behaviours campaign	2025/6	22	x	x	x		
Access and Recreation	1. A Welcoming Destination for All		Build an effective defect reporting system (CRM)	2025/6				x		
Community Engagement	1. A Welcoming Destination for All		Stand alone Website Commission	2025/6	27	x	x	x	x	
Culture Heritage and Learning	4. Heritage Landscapes	Rookery wood scheduling and timber removal plan and dam works	Extensive work required for dams works for consultants fees, surveys, staff fees etc.	2025/6	9	x			x	
Culture Heritage and Learning	4. Heritage Landscapes	SAMMS	Warley Park Conservation Management Plan	2025/6	23	x	x	x	x	
Income Generation	5. Resilient Environment	Fundraising	Ancient tree sponsorship campaign launch	2025/6	25	x	x	x	x	
Income Generation	5. Resilient Environment		Bench sponsorship project review and relaunch	2025/6	25	x	x			
Income Generation	5. Resilient Environment	Built asset management programme	Residential Property Renovation and Letting Prioritisation work with CSD. Management of built asset portfolio	2025/6	20		x	x	x	
Income Generation	5. Resilient Environment	Fundraising	Fundraising - legacies and donations scoping - card charging points.	2025/6	29	x	x	x	x	
Nature Conservation and Resilience	2. A Beautiful Forest	Woodland Management Plan	Woodland Management Plan Forestry Commission Template Management Plan for habitat management/restoration Ride management funding Tree thinning funding Pollarding / Halo work	2025/6			x	x	x	x
Nature Conservation and Resilience	2. A Beautiful Forest	Ancient tree management programme (outside CSS)	Develop ancient & veteran tree register & management programme concentrating on those in heavily used public spaces. Create list of trees, mapped on GIS, and schedule of work.	2025/6	23	x	x	x	x	
Nature Conservation and Resilience	6. Sustaining an Internationally Important Habitat	Biological records database review & GIS	Review of biological record database (protected and notable species) and mapping exercise with GIS. Update processes and understanding. Feed into long-term monitoring strategy. Reporting records to local biological record centres	2025/6	22	x	x		x	
Nature Conservation and Resilience	5. Resilient Environment		Care and Maintenance agreement review	2025/6	20					
Nature Conservation and Resilience	2. A Beautiful Forest	Tree Safety Works	NE wide Tree Safety review and move to VALID Identify the highest risk locations and write a detailed site specific management plan for each. Tree Management Cyclical Works	2025/6	20	x		x		
Nature Conservation and Resilience	2. A Beautiful Forest	Conservation Management Plans	Update Conservation Management Plans Split into habitats across SAC, SSSI Identify protected and notable species plans	2025/6	23	x	x	x	x	
Nature Conservation and Resilience	2. A Beautiful Forest	Deer sanctuary Strategy	Long term strategy for deer sanctuary management, purpose and future	2025/6	25	x	x	x	x	
Nature Conservation and Resilience	5. Resilient Environment	Carbon Removals Programme	Feasibility study for pine marten reintroduction	2025/6	23	x	x	x	x	
Nature Conservation and Resilience	1. A Welcoming Destination for All	Great Gregories	Review funding opportunities, feasibility, cost benefit analysis for concrete yard renewal	2026/7	19	x	x		x	
Nature Conservation and Resilience	1. A Welcoming Destination for All	Great Gregories	Review funding opportunities, feasibility, cost benefit analysis	2026/7	9	x		x		
Nature Conservation and Resilience	1. A Welcoming Destination for All	Great Gregories	Potential fully funded scheme for Great Gregories solar PV 30kw system and 13kw battery. 25% funding from RPA grant secured. 75% confirmed funding from CAS.	2025/6	14	x				
Nature Conservation and Resilience	5. Resilient Environment		Develop partnerships with nature conservation specialist/groups/organisations to benefit biodiversity corridors etc	2025/6	19	x	x		x	
Nature Conservation and Resilience	2. A Beautiful Forest		Develop framework on conservation grazing	2025/6	25	x			x	
Nature Conservation and Resilience	2. A Beautiful Forest	Grassland Management Plan	Management Plan prepared CSS works Wider grassland management to include conservation grazing. Move plan onto GIS Improved survey recording	2025/6	25	x		x		
Nature Conservation and Resilience	5. Resilient Environment	Invasive Non-Native Species Policy	Update policy. Ongoing costs for INNS plant and mammals Map on GIS	2025/6	20	x	x	x		
Nature Conservation and Resilience	5. Resilient Environment		Survey, manage with volunteers and conservation team	2025/6	22			x		
Nature Conservation and Resilience	1. A Welcoming Destination for All	NNR Feasibility	Land Registry review	2025/6	21	x	x	x	x	
Nature Conservation and Resilience	5. Resilient Environment		Planning Position Policy	2025/6	16	x	x			
Nature Conservation and Resilience	2. A Beautiful Forest	Pond management	Pond surveys and management/restoration programme. SSSI feature condition assessment specialist surveys for amphibians eDNA for all Forest ponds for all amphibian species £35k (NatureMetrics quote) with £10k for assessment of pond habitats.	2025/6	17	x	x	x	x	
Nature Conservation and Resilience	2. A Beautiful Forest	Protected and Notable Species Management and Monitoring Policy	Review of protected and notable species records, SSSI, SAC citations and establish renewed monitoring and management plan. Identify funding to support monitoring Volunteers and citizen science projects	2025/6	23	x	x		x	
Nature Conservation and Resilience	2. A Beautiful Forest	SSSI feature condition assessment	Dung beetles baseline surveys and training Specialist Surveys required to gather an updated baseline and guide future management objectives Invertebrates. Invertebrates - DNA tissue sampling of our stored pitfall trap insect collection as important baseline survey. breeding birds. bryophyte.- fungi. Fundraise and develop volunteering campaign, citizen science opportunities	2025/6	21	x	x		x	
Nature Conservation and Resilience	5. Resilient Environment	Tree planting and protection opportunities	SSSI condition review - engagement with NE to review their reports.	2025/6	20	x	x			
Nature Conservation and Resilience	4. Heritage Landscapes	Wanstead Park Programme	Develop opportunities programme CAS / Essex Forest Initiative funding and resources	2025/6	20	x		x		
Nature Conservation and Resilience	4. Heritage Landscapes	Wanstead Park Programme	Wanstead park archaeology report on mounds, amphitheatre, Ornaments islands	2025/6	20	x		x	x	
Nature Conservation and Resilience	4. Heritage Landscapes	Wanstead Park Programme	Wanstead Park water catchment schemes	2025/6						

Nature Conservation and Resilience	2. A Beautiful Forest	Woodland Management	Ride and glade management plan to be created from woodland management plan. To be implemented by arb and grasslands team from 2025/26	2025/6	21	x								
Nature Conservation and Resilience	2. A Beautiful Forest	Conservation Grazing Cattle Management Programme	Cattle in Forest water supply for water troughs review and feasibility assessment	2025/6	15	x								
Nature Conservation and Resilience	2. A Beautiful Forest	Conservation Grazing Cattle Management Programme	Annual cattle management plan report Cattle management operating procedure document	2025/6	15	x							x	
Nature Conservation and Resilience	5. Resilient Environment	Carbon Removals Programme	Feasibility study beaver reintroduction	2025/6	19	x		x	x	x	x			
Nature Conservation and Resilience	5. Resilient Environment		Licensing Policy	2025/6					x	x	x			
Access and Recreation	1. A Welcoming Destination for All	Amenity Tree Works	Create amenity tree works programme - e.g. Big views, Park entrances, Film/events work	2026/7	21	x		x	x	x	x			
Access and Recreation	1. A Welcoming Destination for All		Epping Forest Visitor Centre exhibition / interpretation displays update / exterior branding update	2026/7	14			x	x	x	x			
Access and Recreation	3. Health Recreation and Enjoyment		Horse riding review	2026/7	15			x	x					
Access and Recreation	1. A Welcoming Destination for All	SAMMS	Leyton Flats SAMMS landscape and facilities Project	2026/7	4	x		x	x	x	x			
Access and Recreation	1. A Welcoming Destination for All		Litter & waste management strategy	2026/7				x						
Access and Recreation	5. Resilient Environment		Radio/BWV audit & contract management	2026/7	15			x	x					
Access and Recreation	4. Heritage Landscapes		The 'Lost Views' restoration project	2026/7	16			x	x	x	x			
Access and Recreation	1. A Welcoming Destination for All	Wanstead Park Programme	Wanstead Park play area phase two	2026/7	17			x	x					
Access and Recreation	1. A Welcoming Destination for All		Improvements to Jubilee Yard to include cover for machinery	2026/7	8					x				
Culture Heritage and Learning	4. Heritage Landscapes		Heritage Feature Management Review Map heritage features on GIS Heritage condition management	2026/7	17			x	x	x	x			
Culture Heritage and Learning	4. Heritage Landscapes		Highams Park conservation management plan development	2026/7	24	x		x	x	x	x			
Culture Heritage and Learning	4. Heritage Landscapes	Wanstead Park Programme	Temple CMP action plan delivery	2026/7										
Income Generation	5. Resilient Environment		Warren yard stables country craft micro business	2026/7	16	x		x	x	x	x			
Income Generation	3. Health Recreation and Enjoyment		Chingford golf course half way house on tee	2026/7	17					x				
Income Generation	3. Health Recreation and Enjoyment	SAMMS	Accessibility audit and strategy (audiences development)	2026/7	23			x	x					
Nature Conservation and Resilience	2. A Beautiful Forest		Baldwins Pond Dam strengthening works	2026/7						x				
Nature Conservation and Resilience	5. Resilient Environment		Byelaw review inc buffer land	2026/7	16	x		x	x					
Nature Conservation and Resilience	1. A Welcoming Destination for All		Enforcement Policy	2026/7	19	x		x	x	x	x			
Nature Conservation and Resilience	1. A Welcoming Destination for All	Great Gregories additional renovation and improvement works	Review funding opportunities, feasibility, cost benefit analysis Remove portacabin from inside Police barn, build dedicated workshop and store for all equipment, space for machinery to be parked under cover to increase longevity. A wash down area for washing vehicles and equipment covered in mud and animal dung. Keeps machinery clean.	2026/7				x	x			x		
Nature Conservation and Resilience	1. A Welcoming Destination for All	Great Gregories staff facilities	Review funding opportunities, feasibility, cost benefit analysis to Replace welfare cabin with dedicated structure with washing facilities.	2026/7	15	x		x				x		
Nature Conservation and Resilience	2. A Beautiful Forest	SAMMS	High Beach interventions - Easy Access Path reroute Pillow Mounds	2026/7	27	x		x	x	x	x			
Nature Conservation and Resilience	1. A Welcoming Destination for All		Keepers Operational protocol review	2024/5	16									
Nature Conservation and Resilience	2. A Beautiful Forest	SAMMS	Loughton Brook visitor impact measures	2026/7	21	x		x	x	x	x			
Nature Conservation and Resilience	5. Resilient Environment	Carbon Removals Programme	Wetland/ hydrological/NFM study for Forest This will address drainage, water abstraction, water quality and the overall priorities for individual site management. Leaky dam interventions Buffer Lands Cobbins Brook restoration proposals development plan NFM assessment	2026/7	18	x								
Nature Conservation and Resilience	5. Resilient Environment	Carbon Removals Programme	Wildfire Management Review Wildfire audit response and joint training exercise with LFB & Thames Water Cross-team collaboration. CAS funding Manage firebreak widths	2026/7	22	x		x	x					
Nature Conservation and Resilience	5. Resilient Environment		World Heritage Site application scoping in time for 2028 the 150 years of EF Act	2026/7	20	x		x	x	x	x			
Community Engagement	3. Health Recreation and Enjoyment		Rough Sleeper Policy review	2026/7	16			x	x					
Income Generation	4. Heritage Landscapes		Warren House Refurbishment	2027/8	17			x	x	x	x			
Nature Conservation and Resilience	5. Resilient Environment	Natural Capital Audit	Natural Capital Audit update (3 year review)	2027/8	18	x		x	x	x	x			
Culture Heritage and Learning	4. Heritage Landscapes	Wanstead Park Programme	Grotto Restoration and Maintenance Programme	2024/5	13			x	x	x	x			
Nature Conservation and Resilience	4. Heritage Landscapes	Wanstead Park Programme	Wanstead Park up pump cascade and Pumping station	2025/6	15	x		x	x	x	x			

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Committee(s)	Dated:
Epping Forest and Commons Committee	23/01/2025
Subject: Budget Estimates 2025/26 – Epping Forest Charity	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 the funding source been agreed with the Chamberlain’s Department?	N/A
Report of: The Chamberlain Executive Director Environment	For Decision
Report Author: Clem Harcourt, Chamberlain’s Department	

Summary

This report presents for approval the revenue and capital budgets for Epping Forest charity for 2025/26, for subsequent submission to Finance Committee.

Overall, the charity’s proposed revenue budget for 2025/26 totals (£8.794m) net expenditure, an increase of (£2.525m) compared to the 2024/25 original budget of (£6.269m).

The proposed budget for 2025/26 has been prepared within the resource envelope allocated to each Chief Officer by Resource Allocation Sub-Committee, including an inflationary increase of 2%.

The resource envelope must be adhered to, as failure to do so will impact Finance Committee’s ability to set a balanced budget for the year ahead.

Members may wish to note that unlike in previous years, two separate reports will now be submitted to your Committee requesting approval of revenue and capital budgets for 2025/26, one for Epping Forest charity and a separate report relating to the various Commons charities.

Recommendation

Members are asked to:

- i) note the latest revenue budget for Epping Forest charity for 2024/25;
- ii) review and approve the proposed revenue budget for 2025/26 for Epping Forest for submission for approval by the Finance Committee;
- iii) review and approve Epping Forest’s capital and supplementary revenue project budgets for 2025/26 for submission for approval by the Finance Committee; and

- iv) agree that amendments for 2024/25 and 2025/26 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 Executive Director Environment.

Main Report

Introduction

1. The City of London Corporation, through its natural environment charities, owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Epping Forest which is a registered charity funded from City's Estate. The charity is run at no cost to the communities that it serves and is currently funded principally by the City, together with donations, sponsorship, grants and trading income.
2. In previous years, a single report has been presented to your Committee requesting approval of revenue and capital budgets for the forthcoming year comprising both Epping Forest and The Commons charities. However, for 2025/26, two separate reports will be presented with one report relating specifically to Epping Forest and a separate report relating to the various Commons charities.
3. This report sets out the latest budget for 2024/25 and the proposed revenue and capital budgets for 2025/26 for Epping Forest charity and under the control of the Executive Director Environment, analysed between:
 - **Local Risk Budgets** - these are budgets deemed to be largely within the Chief Officer's control;
 - **Central Risk Budgets (including capital charges)** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties); and
 - **Recharges & Support Services** - these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
4. In the various tables, income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £30k) have been commented on and are referenced in the relevant table in Appendix 1.
5. The latest budget for 2024/25 and provisional original budget for 2025/26 for Epping Forest, is summarised in Table 1 below and further analysed by risk and Chief Officer in Appendix 1.

6. The overall proposed 2025/26 budget for Epping Forest, which includes the Executive Director Environment's relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor's CWP and building repairs & maintenance budget is (£8.794m) net expenditure. This is an increase of (£2.525m) when compared with the 2024/25 original budget of (£6.269m) net expenditure.

Table 1 - Epping Forest	Original Budget (OR) 2024/25 £000	Latest Budget 2024/25 £000	Original Budget (OR) 2025/26 £000	Movement 2024/25 OR to 2025/26 OR £000
Local Risk	(3,557)	(3,557)	(3,628)	(71)
City Surveyor Repairs & Mte	(382)	(440)	(451)	(69)
Cyclical Works Programme (CWP)	(70)	(976)	(1,769)	(1,699)
Central Risk	(421)	(455)	(589)	(168)
Recharges & Support Services	(1,839)	(1,863)	(2,357)	(518)
Total Net Expenditure	(6,269)	(7,291)	(8,794)	(2,525)

Latest Revenue Budget for 2024/25

7. Overall, the 2024/25 latest budget for Epping Forest is net expenditure of (£7.291m) as at November 2024, a net increase of (£1.022m) compared to the 2024/25 original budget of (£6.269m) net expenditure. The reasons for this budget increase are:
- (£906k) changes to the newly agreed CWP at Epping Forest managed by the City Surveyor;
 - (£58k) increase in costs for 2024/25 relating to the corporate building, repairs and maintenance contract managed by the City Surveyor;
 - (£34k) agreed carry forward from 2023/24 from the Priorities Investment Pot (PIP) monies relating to the Licenses, Leases and Wayleaves project; and
 - (£24k) additional recharges following an increase in the cost of the Natural Environment Directorate for 2024/25 which is subsequently recharged to all the various services within the department.

Proposed Revenue budget for 2025/26

8. The proposed 2025/26 budget is net expenditure of (£8.794m), an increase of (£2.525m) compared to the 2024/25 original budget. Detail of the movement

between 2024/25 original budget and 2025/26 original budget is set out in Appendix 2.

9. For 2025/26 budgets include:
 - a 2% uplift for inflation as a cash limit to Chief Officers' budgets;
 - a clear distinction between local risk, central risk, and recharge budgets; and
 - responsibility for budgetary control placed on departmental Chief Officers.
10. The resulting resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.
11. The budget has been prepared within the resource envelope allocated to the Executive Director Environment, with the following assumption:
 - Support Services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2023/24 with the method of apportionment updated to reflect the latest up to date corporate information. However, the full budgets for these departments have not yet been finalised, so further changes to these budgets may be required. Members are asked to agree that the decision as to the changes required to these budgets are delegated to the Chamberlain in consultation with the Executive Director Environment.
12. Appendix 1 provides details on budget movements between the 2024/25 original budget and the 2025/26 proposed budget. Overall, there is an increase in net expenditure of (£2.525m). The main reasons for this net expenditure increase are:

Budget Increases:

- (£1.699m) increase to the newly agreed programme for CWP works;
- (£537k) additional grounds maintenance costs mainly due to costs incurred on the 'Forest 1' and 'Forest 2' Countryside Stewardship Scheme (CSS) grants. The extra costs are being funded by an increase in grant income projected to be received in 2025/26 as well as from the charity's existing restricted reserve for CSS monies (see below);
- (£498k) increase in support services recharged from corporate departments. Please note that support services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2023/24 with the method of apportionment updated to reflect the latest up to date corporate information;
- (£168k) extra depreciation estimated for 2025/26 with the recent purchase of infrastructure assets and vehicles resulting in an increase in capital charges. Please note that depreciation is fully met from the charity's central risk budget and is funded by the charity's designated reserve for fixed assets;
- (£81k) additional utilities costs following increases in the price of energy with the budget being increased to reflect the current level of expenditure;

- (£75k) increase in equipment, furniture and materials related to the purchase of new equipment expected to be incurred in 2025/26 alongside additional materials required at Chingford Golf Course;
- (£69k) relating to the corporate contracts for building repairs and maintenance and facilities management overseen by the City Surveyor;
- (£53k) increase in repairs and maintenance costs being met by the charity's local risk budget required for the renovation of lodges and other properties;
- (£37k) increase in council tax costs; and
- (£32k) increase in transport related expenditure primarily relating to extra costs required on vehicle maintenance and running costs to meet the needs of the charity's existing fleet of vehicles.

Budget Decreases:

- £408k projected increase in income from government grants largely related to CSS grant monies expected to be received in 2025/26 to fund works on the 'Forest 1' and 'Forest 2' grants;
- £114k additional income from fees at Chingford Golf Course as a result of increased usage of the golf course;
- £92k estimated transfer from the charity's restricted reserve for CSS grant monies to fund costs which are not being met from CSS grant income;
- £66k extra income achieved from sales at the Visitor Centre and Chingford Golf Course explained by increased sales volumes;
- £50k increase projected to be achieved from licenses in relation to filming and storage fees; and
- £40k additional income projected from car parking in line with current income levels.

Staffing Statement

13. Analysis of the movement in staff related costs are shown in Table 2 below:

Table 2 - Staffing statement	Original Budget 2024/25		Latest Budget 2024/25		Original Budget 2025/26	
	Staffing	Estimated	Staffing	Estimated	Staffing	Estimated
	Full-time Equivalent	Cost £000	Full-time Equivalent	Cost £000	Full-time Equivalent	Cost £000
Epping Forest	91.30	4,435	91.30	4,435	88.10	4,447

Cyclical Works Programme

14. Table 3 below details the budgets held and proposed for the City Surveyor's CWP and building repairs & maintenance:

Table 3 – CWP & City Surveyor Local Risk Epping Forest	Original Budget 2024/25 £'000s	Latest Budget 2024/25 £000's	Original Budget 2025/26 £'000
Cyclical Works Programme (CWP)	(70)	(976)	(1,769)
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	(317)	(375)	(384)
Cleaning (City Surveyor Local Risk)	(65)	(65)	(67)
Total CWP and City Surveyor – Epping Forest	(452)	(1,416)	(2,220)

Draft Capital and Supplementary Revenue Project budgets for 2025/26

15. The latest estimated costs of Epping Forest's current approved Capital and Supplementary Revenue Projects are summarised in the table below:

Project	Exp. Pre 01/04/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Later Years £'000	Total £'000
Great Gregories Yard - Future Proofing Building		13	396		-	409
Baldwins & Birch Hall Park Ponds	299	83	121		-	503
Artificial Grass Pitch Provision at Wanstead Flats (Parklife)	41	29				70
CAS - Carbon Removals – Phases 2 and 3	85	90	765			940
Epping Forest Various Sites - BEMS Upgrade Phase 2		75	64			139
Wanstead Park Ponds Project	169	72	374	-	-	615
TOTAL EPPING FOREST	594	362	1,720	0	0	2,676

16. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2025.

Conclusion

17. This report presents the Revenue and Capital budget estimates for 2025/26 for Epping Forest charity for Members to consider and approve.

Appendices

- Appendix 1 – Charity Summary Budget – by Risk and Chief Officer

- Appendix 2 – Movement Between 2024/25 Original Budget and 2025/26 Original Budget – Epping Forest

Clem Harcourt

Chamberlain's Department

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Charity Summary Budget – Epping Forest

Analysis of Service Expenditure	Local or Central Risk	Actual 2023/24 £'000	Original Budget 2024/25 £'000	Latest Budget 2024/25 £'000	Original Budget 2025/26 £'000	Movement 24/25 OR to 25/26 OR £'000	Notes
EXPENDITURE							
Employees	L	(3,120)	(4,435)	(4,435)	(4,447)	(12)	
Employees	C	(67)	-	(34)	-	-	
Premises Related Expenses	L	(1,062)	(772)	(772)	(1,500)	(728)	1
Premises Related Expenses	C	(16)	-	-	-	-	
City Surveyor – All Services	L	(524)	(452)	(1,416)	(2,220)	(1,768)	2
Transport Related Expenses	L	(310)	(138)	(138)	(170)	(32)	3
Supplies & Services	L	(803)	(406)	(406)	(475)	(69)	4
Supplies & Services	C	(7)	-	-	-	-	
Support Services	C	(1)	-	-	-	-	
Transfer to Reserves (SAMMS & CSS)	L	(662)	-	-	-	-	
Transfer to Reserves (Capital)	C	(941)	-	-	-	-	
Capital Charges - Depreciation	C	(459)	(439)	(439)	(607)	(168)	5
Total Expenditure		(7,972)	(6,642)	(7,640)	(9,419)	(2,777)	
INCOME							
Government Grants	L	250	356	356	764	408	6
Other Grants, Reimburse & Cont. (SAMMS & Donations)	L	174	3	3	3	-	
Other Grants, Reimburse & Cont. (Funding for Capital Purchases)	C	778	-	-	-	-	
Customer, Client Receipts	L	1,881	1,786	1,786	2,056	270	7
Customer, Client Receipts	C	100	-	-	-	-	
Investment Income	C	36	18	18	18	-	
Transfer from Reserves (CSS)	L	405	-	-	92	92	8
Transfer from Reserves (Capital)	C	64	-	-	-	-	
Recharges to Capital Projects	L	-	49	49	49	-	
Total Income		3,688	2,212	2,212	2,982	770	
TOTAL NET INC/(EXP) BEFORE SUPPORT SERVICES		(4,284)	(4,430)	(5,428)	(6,437)	(2,007)	
SUPPORT SERVICES							
Central Support Services		(1,232)	(889)	(889)	(1,387)	(498)	9
Recharges Within Fund		(684)	(975)	(999)	(1,012)	(37)	10
Recharge Across Fund		75	25	25	42	17	
Total Support Services		(1,841)	(1,839)	(1,863)	(2,357)	(518)	
TOTAL NET INC/(EXP)		(6,125)	(6,269)	(7,291)	(8,794)	(2,525)	

Notes:

1. (£728k) increase largely explained by (£537k) increase in grounds maintenance costs. This is primarily attributable to costs projected for works funded by Countryside Stewardship Scheme (CSS) grant monies. This is in addition to an (£81k) increase in utility costs as a result of rising energy prices and (£53k) in repairs and maintenance expenditure funded from the charity's local risk budget. Furthermore, an additional (£37k) in council tax costs has been budgeted for 2025/26 as a result of increases in council tax. This is on top of a further (£20k) planned on spending on refuse collection and cleaning.
2. (£1.768m) increase in budgets managed by the City Surveyor. This is explained by (£1.699m) additional expenditure for projects forming part of the Cyclical Works Programme (CWP) related to the newly agreed programme for CWP works. This is in addition to a (£69k) increase in the cost of the corporate contract for building repairs and maintenance and cleaning.
3. (£32k) increase in transport costs explained by additional expenditure on vehicle running costs and repairs to meet the needs of the charity's existing fleet of vehicles.
4. (£69k) additional supplies and services costs due to (£75k) increase in equipment, furniture and materials to cover the purchase of new equipment as well as materials required at Chingford Golf Course. This is in addition to a (£17k) increase in livestock purchases. The increase is partly offset by £23k savings in fees and services with a lower level of expenditure planned on professional fees following staff vacancies having been filled.
5. (£168k) increase in capital charges explained by the purchase of infrastructure assets and vehicles which will be depreciated over their useful economic lives in line with the charity's accounting policies.
6. £408k additional income projected from government grants largely in relation to the CSS to fund costs associated with the 'Forest 1' and 'Forest 2' grants.
7. £270k additional income from customer and client receipts. This can be explained by a £114k increase in fees and charges from Chingford Golf Course to bring income in line with current performance. This is in addition to a £66k increase in income from sales at The Visitor Centre and Chingford Golf Course as well as £50k additional income projected in licenses from filming and storage fees to align with current levels of income and an extra £40k projected from car parking income.
8. £92k transfer from reserves planned from the charity's restricted reserve for unspent CSS monies to meet grounds maintenance costs in 2025/26 not currently expected to be covered by grant monies.
9. (£498k) projected increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24. This resulted in the method of apportionment being updated to reflect the latest up to date corporate information.
10. (£37k) increase in recharges within fund from the Natural Environment Directorate following an inflationary uplift to the Directorate's budget for 2025/26 leading to additional recharges to the Natural Environment charities.

Appendix 2

Movement between 2024/25 Original Budget and 2025/26 Original Budget

Epping Forest	£000
Original Budget 2024/25	(6,269)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2024/25	(4,009)
Executive Director Environment	
2% uplift for inflation	(71)
City Surveyor	
Projects falling under Cyclical Works Programme	(1,699)
Planned & Reactive Works including Cleaning	(69)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2025/26	(5,848)
Central Risk	
Original Net Central Risk Budget (Executive Director Environment) 2024/25	(421)
Additional depreciation for newly acquired capital assets	(168)
Original Net Central Risk Budget (Executive Director Environment) 2025/26	(589)
Recharges	
Original Recharges Budget 2024/25	(1,839)
Increased recharges for support services from corporate departments	(498)
Additional recharges from Natural Environment Directorate and Learning Team	(37)
Increased structural maintenance recharges from the District Surveyor	(1)
Additional recharges to City Fund for the Woodredon and Warlies division of service	18
Original Recharges Budget 2025/26	(2,357)
Original Budget 2025/26	(8,794)

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Committees: Epping Forest and Commons Committee [for decision] Projects and Procurement Sub Committee [for decision]	Dates: 23 January 2025 04 February 2025
Subject: Rookery Wood Reservoir Remedial Works Unique Project Identifier: <i>PV ID confirmed post CPB via PMO.</i>	Gateway 2: Project Proposal
Report of: Executive Director of Environment	For Decision
<h1 style="margin: 0;">PUBLIC</h1>	

Recommendations

1. Next steps and requested decisions	<p>Project Description: Combined project to carry out engineering and forest projects for synergy. To include culvert remedial works and potential improvements to the dam to satisfy the design flood conditions for the engineering team and to carry out removal of Poplar trees planted in the reservoir.</p> <p>Next Gateway: 3</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Appoint a consultant to undertake the options study for the reservoir and dam works. • Appoint a consultant to provide heritage feature and protected species guidance, prepare a specification and works information for the procurement of the contractor to remove the poplar from the reservoir. • Undertake further survey and investigation work. • Identify possible funding sources. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That budget of £142,000 is approved for Gateway 2 to reach the next Gateway. 2. Note the total estimated cost of the project at £2,500,000 (excluding risk).
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2. Resource requirements to reach next Gateway

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs	Project management, site visits, etc.	CWP	15,000
Consultant Fees	Undertaking of options study and preparation of report with recommendations.	CWP	25,000
Contractor's Fees	Ground works to prepare site for survey	CWP	10,000
Consultant Fees	Advice on heritage features and protected species, preparation of specification to remove Poplar trees in and around reservoir.	CWP	40,000
Consultant Fees	Flood modelling of properties downstream.	CWP	30,000
Inspection by Panel Engineer	Advising and providing guidance.	CWP	2,000
Investigation	Extent of damage caused by Badger setts.	CWP	20,000
Total			142,000

	Costed Risk Provision requested for this Gateway: None
3. Governance arrangements	<ul style="list-style-type: none"> • The Epping Forest and Commons Committee is responsible for decisions in relation to the management of the buffer land adjacent to Epping Forest. • Under the Reservoirs Act 1975, Paul Monaghan has the defined role of the <i>Responsible Person</i>. • A Project Board is recommended to be established as the works, although relatively low risk, are essentially combining two cross divisional projects.

Project Summary

4. Context	<p>4.1. Rookery Wood is part of the larger Copped Hall Estate, which is a Grade II* landscape on the Historic England register. The Copped Hall Estate is buffer land, held by the City Corporation in its corporate capacity, and managed in support of Epping Forest. The reservoir is an historic large pond.</p> <p>4.2. The asset is currently in a state of dis-repair, particularly the two culverts in the dam structure and these should be remediated as they have been identified as cause for concern on the grounds of matters relating to health and safety.</p> <p>4.3. This reservoir does not currently meet the water storage volume limit of 25,000m³ that would mean it is deemed a statutory Large Raised Reservoir (LRR). Its volume is approximately 17,200m³. However, statutory provisions have been made to reduce the limit of LRR's to 10,000m³ in the future; those can be triggered (at potentially short notice) when the relevant part of the Flood and Water Management Act 2010 is brought into force.</p> <p>4.4. There is a significant plantation of Poplar trees that have been planted in the reservoir in a very systematic manner forming "parallel lines", which are coming to the end of their lifespan and pose a potential risk of falling and damaging historic Tudor earthworks associated with the 'square pond', which is essentially the current-day reservoir.</p>
5. Brief description of project	<p>5.1. Discussions between forest and engineering officers have taken place and officers have considered that full renewal of the dam is not acceptable at this time. Therefore, the primary objective is to refurbish or replace the existing two culverts and their associated headwalls. The first inspection under the Reservoirs Act 1975 dated</p>

	<p>October 2017 identified the aforementioned items as a matter of safety along with registering the reservoir with the Environment Agency as a Large Raised Reservoir and carrying out a Flood Study & Routing Calculations.</p> <p>5.2. The Flood Study has confirmed that the reservoir does not fall within the current limit of a LRR which is a reservoir greater than 25,000m³.</p> <p>5.3. The Corporation did register the reservoir as an LRR but have successfully de-registered it in October 2019, after ascertaining that the volume does not classify it as a LRR. This has removed the need to repair the culverts by October 2020, i.e. within a time limit of 3 years of the original inspection dated October 2017, however, it should be noted that the state of the dam and culverts and their headwalls continues to deteriorate.</p> <p>5.4. If it is not treated as an LRR, then work to satisfy the requirement of design flood condition are not immediately required. However, if the reservoir requires re-registration as an LRR in the future, then the creation of a spillway or strengthening the dam such that water could pass safely in the event of the design flood conditions must be undertaken in addition to the culvert works.</p> <p>5.5. It is known that there are badger setts on the dam. The extent of the damage that they have caused to the dam as well as the culverts and their associated outfalls is unknown and will be assessed under the further investigations proposed by this report. It is noted that both the badgers and their setts are protected by the Protection of Badgers Act 1992. Any potential future options in relation to the badgers will be considered against the requirements of that Act and will be brought to the relevant committees for consideration.</p> <p>5.6. This project also includes removal of the Poplar trees across the whole reservoir, some of which are growing next to and within the structure of the dam. The reservoir is an historic water body with Tudor and later features and falls within the Registered Park and Garden area. The earthworks have been assessed, following consultation with Historic England, as having high historic significance. The trees are mature and are a threat to the earthworks from rooting or falling. Historic England are keen for the trees to be removed, which would be best historic feature management practice. This will enable better management of the reservoir structures as well. The strengthening of the dam would be key to allow future management across the whole reservoir area to prevent regrowth of Poplar and other trees.</p>
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	<p>5.7. A permanent access road is proposed to be constructed for the dam remedial works and tree works as well as future access and maintenance. Current vehicular access is not possible or suitable for construction traffic. This road would need to be appropriately and sensitively designed given the heritage features, with any necessary planning or other approvals obtained before its construction.</p>
<p>6. Consequences if project not approved</p>	<p>6.1. The existing two culverts will continue to deteriorate and, if nothing is done, they will eventually collapse. There is a risk to safety of City Corporation staff and other appointed personnel, e.g. who manage the area generally and inspect the dam.</p> <p>6.2. There is no dedicated spillway for water in the event of a flood and nor is the dam designed to overtop safely. Therefore, if the culverts were to collapse, water would not be able to pass safely in the event of heavy rainfall or for the design flood conditions. The 2018 flood management survey identified that water escaping the dam would likely flow into the nearby brook ('Cobbins Brook'), thus potentially causing flooding in the area directly north and south of the dam. That study recommended that further investigations be carried out to assess any potential risks. The proposed further assessment and surveys recommended by this report will provide a better understanding of the potential implications for the surrounding areas in the event of unplanned water escape from the reservoir. We are aware, for example, that property owners have already had to undertake flood alleviation works to protect their properties from flood events at Cobbins brook.</p> <p>6.3. Poplar trees become unstable and fall, leading to damage to the historic earthwork in the reservoir. Risk that Historic England put the Registered Park on the At Risk Register.</p>
<p>7. SMART project objectives</p>	<p>7.1. To complete remedial works to both culverts and remove Poplar trees by Q4 2026/27.</p>
<p>8. Key benefits</p>	<p>(i) Improvement in the interests of safety of both the culverts after remedial works.</p> <p>(ii) Meeting the objectives of the asset owning department and recommendations of the Copped Hall Conservation Management Plan, which is to preserve this part of the historic landscape in its existing form as far as reasonably practical.</p>
<p>9. Project category</p>	<p>2. Statutory</p>
<p>10. Project priority</p>	<p>A. Essential</p>

11. Notable exclusions	None
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Options Appraisal

12. Overview of options	<p>The options for the remedial works to the culvert have their own options as follows:</p> <p>12.1 Repair both existing culverts 12.2 Repair both culverts with a new lining. 12.3 Replace both culverts with new culverts (not necessarily in the existing material)</p> <p>The tree removal element of the project does not require an options study.</p>
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Project Planning

13. Delivery period and key dates	<p>Overall project: <i>state length of project/expected completion</i></p> <p>Key dates: The reservoir is not deemed a Large Raised Reservoir (LRR) but the repair of the two culverts and removal of the poplar trees is recommended. The next gateway is proposed for presentation Epping Forest and Commons Committee on 23rd January 2025, to secure project approval and funding, upon which consultants will be engaged.</p> <p>Other works dates to coordinate: None.</p>
14. Risk implications	<p>Overall project risk: Medium</p> <p>Further information available within the Risk Register (Appendix 2).</p>
15. Stakeholders and consultees	<p><u>Internal</u></p> <p>Environment Department Chamberlains Department – Finance Team Chamberlains Department – Procurement Team Town Clerks Department – Project Management Office</p> <p><u>External</u></p> <p>Epping Forest District Council – Local Planning Authority (LPA) Historic England – (in relation to the Grade II* listing via the LPA) Natural England (in relation to the badger setts)</p>

	Forestry Commission (in relation to the tree felling under the Environmental Impact Assessment (Forestry) Regulations) Environment Agency (Enforcement body for reservoirs)
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Resource Implications

16. Total estimated cost	<p>Likely cost range (excluding risk): £500,000 to £2,500,000</p> <p>Likely cost range (including risk): The likely cost range will not be affected due to the total identified CRP of £150,000 in the Risk Register at this early stage of the project but will be revised when the Risk Register becomes more developed at the next stages of the project process.</p>																	
17. Funding strategy	Choose 1:	Choose 1:																
	<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 70%;">Funds/Sources of Funding</th> <th style="width: 30%;">Cost (£)</th> </tr> </thead> <tbody> <tr> <td>City Surveyor's CWP</td> <td style="text-align: right;">£142,000</td> </tr> <tr> <td>City Estates (2024/25 Capital Bid)</td> <td style="text-align: right;">£470,000</td> </tr> <tr> <td>Country Stewardship Scheme</td> <td style="text-align: right;">None confirmed</td> </tr> <tr> <td>Funding to be identified.</td> <td style="text-align: right;">£2,038,000</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">£2,650,000</td> </tr> </tbody> </table>		Funds/Sources of Funding	Cost (£)	City Surveyor's CWP	£142,000	City Estates (2024/25 Capital Bid)	£470,000	Country Stewardship Scheme	None confirmed	Funding to be identified.	£2,038,000					Total	£2,650,000
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Country Stewardship Scheme	None confirmed																	
Funding to be identified.	£2,038,000																	
Total	£2,650,000																	
18. Investment appraisal	Not applicable.																	
19. Procurement strategy/route to market	<p>19.1. It is recommended that this work be put out to the open market to be tendered and completed with the agreement of the appointed reservoirs Supervising Engineer.</p> <p>19.2. The existing term contract that the Corporation have for the appointment of the Supervising Engineer does not preclude the options study or any design work being tendered as a service independent of that contract.</p>																	
20. Legal implications	20.1. If Rookery Wood were to be classed as a LRR under the lower 10,000m3 capacity listed in the Reservoirs Act 1975, as varied by the Flood and Water Management																	

	<p>Act 2010, then it would fall within the LRR regime and the repair of the reservoir would be required under the relevant provisions of the 1975 Act. This would also require further oversight from the Environment Agency for the reservoir, including (but not limited to) the requirement to prepare, review and test an on-site emergency flood plan for the area. Under the LLR regime, if Rookery Wood were deemed a 'high risk' LRR, the City Corporation would be also required to appoint a supervising engineer, undertake any measures in the interest of safety or maintenance recommended by them, and would have to undertake inspections of the city at a minimum of every 10 years.</p> <p>20.2. The further investigations proposed by this report will consider whether badger setts are causing damage to the reservoir. It is noted that badgers and their setts are protected by the Protection of Badgers Act 1992 and any options for dealing with badgers at the site in the future will need to take into account (and comply with) the requirements in that Act.</p> <p>20.3. Under The Environmental Impact Assessment (Forestry) (England and Wales) Regulations 1998 (as amended by The Environmental Impact Assessment (Forestry) (England and Wales) (Amendment) Regulations 2017), a forestry Environmental Impact Assessment may be required for the felling of trees across Rookery Wood. Additionally, Forestry Commission consent will also be required for the felling of trees.</p> <p>20.4. The status of Copped Hall Park and Garden as a Grade II* Listed Park under the National Heritage Act 1983 places certain protections and legal planning constraints on works undertaken on the property and the surrounding area. Any planning permission or other approvals required will need to be obtained before works commence.</p> <p>20.5. The works and assessments proposed in this report will help the City Corporation to assess whether there are potential risks to neighbouring properties in the event of water escape from the reservoir, and enable a better understanding of potential areas of liability going forwards.</p>
<p>21. Corporate property implications</p>	<p>There are no scope overlaps with works of the City Surveyor's Corporate Property team.</p>

22. Traffic implications	<p>22.1. No major traffic implications are envisaged.</p> <p>22.2. It should be noted however that there is no easy direct or indirect route to the dam and best access is via a private road. There is a distance of 500m approximately that would involve off-road driving.</p>
23. Sustainability and energy implications	<p>Sustainability and energy implications have been considered. Although the removal of trees will have an impact on the carbon sequestration capacity and energy used to remove the trees, it is a very small percentage of the City's carbon sequestration provided by its green spaces. The Tudor earthworks are a feature of high significance warranting its protection. The Forestry Commission will have to approve the felling licence application and may require compensatory tree planting which could be accommodated within the same Copped Hall estate (Buffer Lands).</p>
24. IS implications	None.
25. Equality Impact Assessment	An equality impact assessment will not be undertaken.
26. Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken.

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	Photos

Contact

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Telephone Number	020 7332 1544

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	Not applicable.
[2] Core Project Name	Rookery Wood Reservoir Remedial Works		
[3] Programme Affiliation (if applicable)	No affiliation with any other programme of works.		

Ownership	
[4] Chief Officer has signed off on this document	Gordon Roy (on behalf of the CO)
[5] Senior Responsible Officer	Paul Monaghan
[6] Project Manager	Jagdeep Bilkhu

Description and purpose	
[7] Project Description	Primarily culvert remedial works and potential scope increase to include improvements to the dam to satisfy the design flood conditions.
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?	<p>The asset is currently in a state of dis-repair, particularly the two culverts and these should be remediated as they have been identified as cause for concern on the grounds of matters relating to health and safety.</p> <p>However, if this reservoir continues to be treated as a LRR, then other remedial works are also required to satisfy the design flood conditions.</p>
[9] What is the link to the City of London Corporate plan outcomes?	<p>[1] People are safe and feel safe.</p> <p>[2] People enjoy good health and wellbeing.</p> <p>[3] People have equal opportunities to enrich their lives and those of others and reach their full potential.</p> <p>[4] Communities are cohesive and have suitable housing and facilities.</p> <p>[5] Businesses are trusted and socially and environmentally responsible.</p> <p>[6] We have the world's best regulatory framework and access to global markets.</p> <p>[7] We are a global hub for innovation and enterprise.</p> <p>[8] We attract and nurture relevant skills and talent.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces inspire excellence, enterprise, creativity and collaboration.</p> <p>[13 COLP] To make the City of London the safest city area in the world.</p> <p>[14 COLP] To deliver a policing service that is valued.</p> <p>[15 COLP] To be a police force with global influence and impact.</p> <p>[16 COLP] To build new ethical economic partnerships.</p> <p>[17 COLP] To have an innovative, skilled and agile workforce in a culture that supports and empowers our people.</p>
[10] What is the link to the departmental business plan objectives?	

<Objectives this project is linked to, and a short narrative (max 4 lines) on how will it help us achieve them. >

- Improving quality and safety of the environment for workers, residents and visitors.
- Open spaces, heritage and cultural assets are protected, conserved and enhanced.
- Nature, heritage and place are valued and understood.
- London's natural capital and heritage assets are enhanced through leadership, influence, investment, collaboration and innovation.

[11] Note all which apply:					
Officer: Project developed from Officer initiation	N	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	N	Improvement: New opportunity/ idea that leads to improvement	N

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?
 <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>

- 1) Improvement in the interests of safety of both the culverts after remedial works.
- 2) Removal of Corporate liabilities associated with being a Stakeholder per the Act.
- 3) Meeting the objectives of the asset owning department and recommendations of the Conservation Statement, which is to preserve the historic landscape in its existing form as far as reasonably practical.

[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)

Not applicable.

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: £100,000
 Upper Range estimate: £400,000
 Both above figures exclude any risk monies.

[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:

- Annual twice yearly inspections of asset. This does not need to be funded separately as this duty is undertaken as part of an existing term contract, therefore no additional cost as a result of this project.
- All other ongoing commitments are staff costs, e.g. attendance at inspections, clearance of vegetation on and around the dam by forest staff.

[16] What are the expected sources of funding for this project?

Likely to be from City Cash Reserves. However, this funding source is not confirmed. **PLEASE COMPLETE CENTRAL FUNDING APPENDIX attached.**

[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?

The critical deadline is completing the work before October 2020. Therefore, commencement of the project should be as soon as practically possible to allow construction works to be completed by the aforementioned date.

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No.	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Mark Jarvis
Chamberlains: Procurement	Officer Name: TBC
IT	Officer Name: Not Applicable
HR	Officer Name: Not Applicable
Communications	Officer Name: Not Applicable
Corporate Property	Officer Name: Not Applicable
External	Andy Hughes – Appointed Supervising Engineer on behalf of CoLC.
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: Open Spaces
Supplier	Department: Built Environment
Supplier	Department:
Project Design Manager	Department: Built Environment
Design/Delivery handover to Supplier	Gateway stage: Post Authority to Start Work.

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City of London: Projects Procedure Corporate Risks Register

Project name: *Rookery Wood Reservoir*

Unique project identifier: *PV12345*

Total est cost (exc risk) *£2500000*

Corporate Risk Matrix score table

PM's overall risk rating	Medium
Avg risk pre-mitigation	11.0
Avg risk post-mitigation	6.5
Red risks (open)	1
Amber risks (open)	1
Green risks (open)	0

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£150,000.00	6%	Costed risk as % of total estimated cost of project
Costed risk pre-mitigation (open)	£150,000.00	6%	" "
Costed risk post-mitigation (open)	£100,000.00	4%	" "
Costed Risk Provision requested	£0.00	0%	CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
0	0.0	£0.00	0	0	0
1	6.0	£50,000.00	0	1	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	16.0	£100,000.00	1	0	0
0	0.0	£0.00	0	0	0

Issues (open)	0
All Issues	0

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues (on completion)	£0.00
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Total CRP used to date	£0.00
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City of London: Projects Procedure Corporate Risks Register

Project Name: Rookery Wood Reservoir

Unique project identifier: PV12345

PM's overall risk rating: Medium

Total estimated cost (exc risk): £ 2,500,000

CRP requested this gateway: £ -
 Total CRP used to date: £ -

Average unmitigated risk: 11.0
 Average mitigated risk score: 6.5

Open Risks: 2
 Closed Risks: 0

General risk classification										Mitigation actions							Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	2	(2) Financial	Returned fee proposals from consultants to undertake tree removal work and prepare a options study for the culverts being more than anticipated.	Not being able to commission the consultants.	Possible	Serious	6	£50,000.00	N	B - Fairly Confident	Until we engage with consultants to with a brief and they forward a fee proposal, this risk cannot be mitigated.	£50,000.00	Rare	Minor	£0.00	1	£0.00		22/10/24	Environment Department - Paul Monaghan	Jogdeep Bilkhu/Sally Gadsdon		There is no funding available to cover this CRP at the present time.
R2	2	(9) Environmental	Damage to the dam from Badger Setts	Damage extensive leading to more complicated remedial work to make the dam safe.	Likely	Major	16	£100,000.00	N	D - Very Uncomfortable	Discuss the issue with conservation officers at Epping Forest. Research non-destructive techniques that could be used to map the extent of voidage created by the badger setts in the dam.	£0.00	Possible	Major	£100,000.00	12	£0.00						The pre-mitigation estimate stated is essentially a guess at this stage. No CRP has been requested an est. of £20,000 has been included in the request for the main budget given this is an essential requirement to make the dam safe.
R3								£0.00				£0.00			£0.00		£0.00						
R4								£0.00				£0.00			£0.00		£0.00						
R5								£0.00				£0.00			£0.00		£0.00						
R6								£0.00				£0.00			£0.00		£0.00						
R7								£0.00				£0.00			£0.00		£0.00						
R8								£0.00				£0.00			£0.00		£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						
R41								£0.00				£0.00			£0.00		£0.00						
R42								£0.00				£0.00			£0.00		£0.00						
R43								£0.00				£0.00			£0.00		£0.00						
R44								£0.00				£0.00			£0.00		£0.00						
R45								£0.00				£0.00			£0.00		£0.00						
R46								£0.00				£0.00			£0.00		£0.00						
R47								£0.00				£0.00			£0.00		£0.00						
R48								£0.00				£0.00			£0.00		£0.00						
R49								£0.00				£0.00			£0.00		£0.00						
R50								£0.00				£0.00			£0.00		£0.00						
R51								£0.00				£0.00			£0.00		£0.00						
R52								£0.00				£0.00			£0.00		£0.00						
R53								£0.00				£0.00			£0.00		£0.00						
R54								£0.00				£0.00			£0.00		£0.00						
R55								£0.00				£0.00			£0.00		£0.00						
R56								£0.00				£0.00			£0.00		£0.00						
R57								£0.00				£0.00			£0.00		£0.00						
R58								£0.00				£0.00			£0.00		£0.00						
R59								£0.00				£0.00			£0.00		£0.00						
R60								£0.00				£0.00			£0.00		£0.00						
R61								£0.00				£0.00			£0.00		£0.00						
R62								£0.00				£0.00			£0.00		£0.00						
R63								£0.00				£0.00			£0.00		£0.00						
R64								£0.00				£0.00			£0.00		£0.00						
R65								£0.00				£0.00			£0.00		£0.00						
R66								£0.00				£0.00			£0.00		£0.00						
R67								£0.00				£0.00			£0.00		£0.00						
R68								£0.00				£0.00			£0.00		£0.00						
R69								£0.00				£0.00			£0.00		£0.00						
R70								£0.00				£0.00			£0.00		£0.00						
R71								£0.00				£0.00			£0.00		£0.00						
R72								£0.00				£0.00			£0.00		£0.00						
R73								£0.00				£0.00			£0.00		£0.00						
R74								£0.00				£0.00			£0.00		£0.00						
R75								£0.00				£0.00			£0.00		£0.00						
R76								£0.00				£0.00			£0.00		£0.00						
R77								£0.00				£0.00			£0.00		£0.00						

City of London: Projects Procedure Corporate Issues Log

Project Name: **Rookery Wood Reservoir**
 Unique project identifier: **PV12345**

General Issue Classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

City of London: Projects Procedure Corporate Assumptions Log

Project Name:

Rookery Wood Reservoir

Unique project identifier:

PV12345

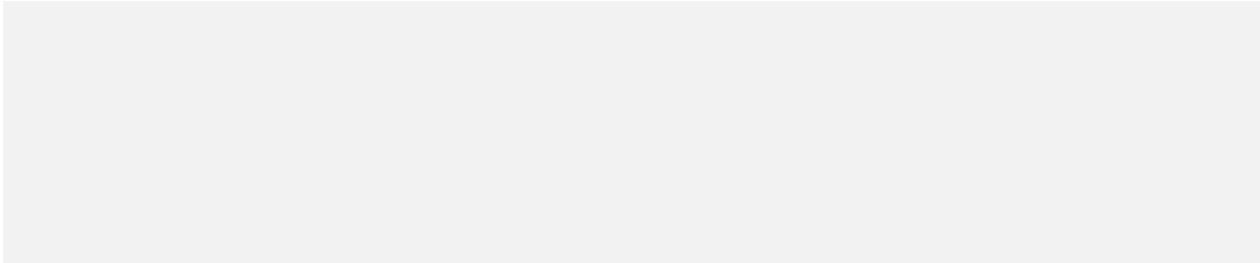
A list of any factors that you are assuming to be in place that will contribute to the successful result of your project.

General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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project.

Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

City of London: Projects Procedure Corporate Dependencies

Project Name:

Rookery Wood Reservoir

Unique project identifier:

PV12345

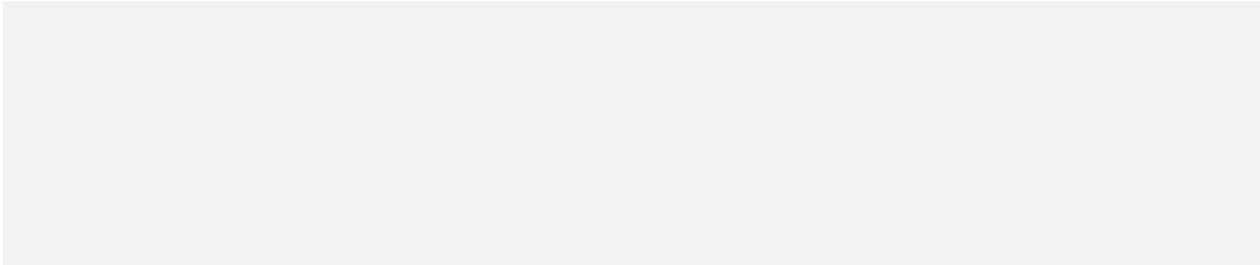
A list of any event or work that are either dependent on the result of your project, or your project will depend

General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)



Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

Appendix 3 - Photos



Plate 1 General view along crest of dam, from east end looking northwest, showing trees on dam slopes and in reservoir, which is on left-hand side.



Plate 2 Example of badger burrows in the dam between the culverts.



Plate 3 Headwall of one of the culverts shown sunken with broken headwall.



Plate 4 Headwall of second culvert shown broken, Condition of brickwork inside culvert also very poor.

City of London Corporation Committee Report

Committee(s): Epping Forest and Commons Committee – For Decision	Dated: 23/01/2025
Subject: Carbon Removals Project Workstream on Epping Forest & Buffer Lands Leaky Dams (SEF 03/25)	Public report: For Decision
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	Leading Sustainable Environment; Flourishing Public Spaces; Providing Excellent Services Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	Carbon Removals (Climate Action Strategy)
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of:	Katie Stewart, Executive Director, Environment
Report author:	Heinz Traut, Carbon Removals Project Manager, Natural Environment Division

Summary

This report provides an update on the Carbon Removals project within the Climate Action Strategy; specifically focusing on the implementation of leaky dams, a natural barrier made from woody materials and laid in a water channel, in Epping Forest and Buffer Lands. The primary objectives of this initiative are to enhance the Forest's resilience against drought, protecting our current carbon sequestration rates, and to promote biodiversity in these areas. Furthermore, the report seeks delegated authority to make practical decisions regarding the project's execution, as the scale has increased from 186 to potentially up to 300-400 dams compared to the original estimate by the EF Biodiversity Officers. A hydrological consultant would be appointed to ensure the proposals are thoroughly assessed to deliver the objectives, whilst protecting and enhancing the Forest's qualifying features and preventing any impact on public access and recreation.

Furthermore, the report includes a proposal to initiate discussions with experts for a potential beaver reintroduction feasibility study in 2025, with similar objectives to the leaky dams, aiming to enhance Forest resilience and biodiversity.

Recommendation(s)

Members are asked to approve:

1. Option 1 (paragraph 9) comprising:
 - Approve, in principle, the implementation of the project described in this report, with up to 400 leaky dams installed at Epping Forest and Buffer Land;
 - Authorise the Superintendent, in consultation with the Chair and Deputy Chair, to decide on the final number and locations of the leaky dams subject to recommendations from expert studies;
 - Authorise the Carbon Removals (CR) Project team and Epping Forest (EF) Conservation team to begin discussions with academic and expert partners to outline the scope of a proposed beaver feasibility study in 2025.

Main Report

Background

1. The 2023 Arcadis Climate Change Vulnerability Assessment report¹, commissioned by the City of London Corporation (CoLC), highlighted the importance of addressing climate change impacts to protect biodiversity and enhance Forest resilience from the Urban Heat Island Effect. It noted that dry summers caused by climate change are creating challenges for tree hydration, leading to tree drought stress, reduced growth, weakened defence mechanisms, increased susceptibility to pests, leaf loss, and potential death due to inadequate water supply. The report recommended Natural Flood Management (NFM) measures, such as man-made leaky dams and fallen trees along ditches, to slow water flow, retain moisture, and improve habitat diversity.
2. Anecdotal evidence from the EF Arboriculture manager and Biodiversity Officer indicates that the Forest is suffering from drought stress, which is exacerbated by artificial drainage ditches. This issue was particularly severe in 2022, lending support to Arcadis' proposal for NFM interventions. Furthermore, this observation is corroborated by preliminary satellite (NDVI infrared light) analysis of tree photosynthesis over the last three decades, indicating drought stress in the Forest.

¹ [1. Arcadis Rescoping Report Final.pdf](#)

3. NFM measures, such as leaky dams (Appendix 1), are designed to work with nature by mimicking the actions of beavers to create leaky dams. These structures:
 - Encourage/increase soil infiltration
 - Slow the flow of water within a catchment
 - Enhance/create more diverse habitats
 - Improve and retain soil
 - Improve water quality
 - Store/sequester carbon
 - Reduce flood risk downstream
 - Increase drought resilience
 - Reduce impacts of drought and wildfires
 - This, in turn, boosts biodiversity.

4. The Arcadis report also suggested innovative interventions that go beyond traditional practices, such as leaky dams, to significantly increase the long-term resilience of green spaces. These include exploring the feasibility of reintroducing beavers in enclosures to create and maintain leaky dams.

5. The Carbon Removals Project funding will enable large-scale deployment of leaky dams utilising wood from activities undertaken in the Forest. This initiative may receive additional support from the Environment Agency's (EA) Natural Flood Management Fund, facilitating the project's expansion, pending a decision (expected in January 2025) on the Expression of Interest (EOI) submitted by Essex County Council (ECC) (working in collaboration with the Carbon Removals Team).

6. The EA NFM Phase 3 Fund, part of the Thames Regional Flood and Coastal Committee (TRFCC) NFM programme, would provide £200,000 of Local Levy funding to support two catchment-scale NFM projects. Lead Local Flood Authorities (LLFAs) can apply for this funding, and other organizations may partner with them to deliver the project.

Current Position

7. The Epping Forest Biodiversity Officer originally proposed potential locations for leaky dam installation based on their knowledge of the Forest and watercourses. The Corporate GIS Officer used a map-based scoping exercise to model the potential locations for leaky dams. Specifically, the DEFRA NFM opportunity map was utilised and applied GIS filters for slope, proximity to infrastructure, and veteran trees. This approach helped identify optimal locations for the leaky dams, ensuring they would be effective, while avoiding areas that could be negatively impacted. The leaky dam plan will be designed to avoid any negative impacts as far as reasonably possible and will not affect public access or require any areas of the Forest to be enclosed. The draft plan (Appendix 2) requires further refinement to consider environmental and practical limitations.

8. An EOI for £200k was submitted to TRFCC on the 8 November 2024 for the EA's NFM programme. ECC, the Lead Local Flood Authority (LLFA) for the relevant area, is acting as the lead applicant, and will work with the City Corporation on project delivery. The outcome of the EOI is expected to be announced in January 2025. If successful, an outline Business Case will be developed by the CR Team, in collaboration with officers, legal and relevant stakeholders.
9. The London Borough of Waltham Forest (LBWF) are also a Lead Local Flood Authority (LLFA) for leaky dams within their geographical area. LBWF will collaborate on the design and development of this project and explore the possibility of mobilizing local volunteer groups to assist with the project works. Both ECC and LBWF are in favour of this collaboration, recognizing its potential to significantly contribute to local flood mitigation strategies.

Options

10. Officers have identified the following options:

- Option 1: (Recommended)
 - Agree in principle to the implementation of the project described in this report, with up to 400 leaky dams installed at Epping Forest and the Buffer Land, and authorise the Superintendent, in consultation with the Chair and Deputy Chair, to decide on the final number and locations of leaky dams.
 - Authorise officers to outline the scope of a beaver feasibility study.
- Option 2: (Not recommended)
 - Not to approve, in principle, the implementation of leaky dams at Epping Forest and the Buffer Land but for officers to present a scaled back version to the Superintendent.
 - Authorise officers to outline the scope of a beaver feasibility study.
- Option 3: (Not recommended)
 - Not to approve, in principle, the implementation of leaky dams at Epping Forest and the Buffer Land.
 - Not to authorise officers to outline the scope of a beaver feasibility study.

Proposals

11. From January 2025, the CR team will conduct field visits with the EF Conservation team to identify and address any potential practical or environmental limitations, consider locations previously identified by the EF Biodiversity Officer, and further refine the leaky dam deployment plan. Site visits will consider factors including but not necessarily limited to soil conditions, vegetation, statutory designations and the presence of wildlife, public access and recreation, ensuring that the leaky dams are placed in the most effective and environmentally sensitive locations. Locations will also be shared and reviewed

with EF's Superintendent, Head of Conservation, Head of Operations and Head of Business Development.

12. Appoint a hydrological consultant early 2025, following consultations with several hydrologists. This will ensure that plans are thoroughly assessed and optimized for water retention, flood mitigation, whilst avoiding negative environmental impacts.
13. Provided the TRFCC NFM grant EOI is successful, develop an Outline Business Case for the leaky dam plan in collaboration with officers, ECC and LBWF and submit the OBC to the TRFCC within the first three months of 2025.
14. Establish a formal agreement outlining roles and responsibilities (see Legal implications below) early in 2025 to manage the governance and procurement protocols for the leaky dam project, in partnership with ECC as the lead NFM grant applicant and LLFA. If the grant is not successful, the team may need to scale back some leaky dams and prioritize others. Nevertheless, the project will still proceed, albeit on a potentially reduced scale.
15. In collaboration with the EF Conservation team, prepare and apply for the relevant permissions to ensure compliance with various environmental and planning regulations. Adjust plans as needed following consultation. It is envisaged that the following permissions and consents may be needed ahead of project implementation:
 - a. Flood Risk Activity Permit (FRAP) - Environment Agency (EA)
 - b. Site of Special Scientific Interest (SSSI) consent – Natural England (any works being undertaken on the EF SSSI will require consent from NE under the Wildlife and Countryside Act 1981 (as amended)))
 - c. Ordinary Watercourse Consent – ECC and LBWF (must be sought in consideration of Flood and Water Management Act 2010 and section 23(1) Land Drainage Act 1991)
 - d. Habitat Regulations Assessment (HRA) screening – Natural England
 - e. Environmental Impact Assessment (EIA) screening- Local Planning Authority (LPA)
 - f. Planning Permission- Local Planning Authority- consultation to be undertaken with the LPA to determine if the proposed works fall within the definition of development for the purposes of section 55 Town and Country Planning Act 1990.
16. The CR team will collaborate with the EF Arboriculture and EF Conservation teams to plan the use of wood from arboricultural and pollarding works for leaky dam construction. This process will span the project's delivery period, with dams being constructed by appointed contractors, starting in early to mid-summer 2025

and concluding by March 2027, the end date for both the CR project and the Natural Flood Management (NFM) grant.

17. The CR team will implement a monitoring strategy that leverages telemetry² technology. This will involve using advanced sensors to gather real-time data on tree drought stress and soil moisture loggers to assess the efficacy of the leaky dams.
18. The CR team proposes to commence discussions early in 2025 with experts and academics to scope out a proposed feasibility study on beaver reintroduction to consider the suitability of Epping Forest and Buffer Lands.

Key Data

19. The provisional EF leaky dam plan, consisting of 374 dams, could offer an attenuation value of up to 10,808 cubic meters, potentially benefiting 2,345 households at risk of flooding.
20. Dry summers caused by climate change are creating challenges for tree hydration and plants (e.g. horsetail and ferns) that require wetter habitats to thrive. By creating more wet habitats, it will support a diverse range of species and promote biodiversity.
21. Leaky dams have shown positive impacts in various local projects. The Bentley Priory SSSI and Park Wood project, delivered by Thames21, demonstrated significant ecological benefits. Surveys indicated improvements in water retention, reduced flood risks, and enhanced habitats for wildlife. The River Pinn project, where volunteers helped implement NFM techniques, including leaky dams, successfully reduced flood risks and improved the ecological health of the river. Leaky dams were also used at Hainault Forest, by the Woodland Trust, and at Harlow in Parndon and Risdon Woods by ECC.
22. The Arcadis report estimated the 681.31 t CO₂e/ha/year to be at risk due to the Urban Heat Island Effect and Drought Tolerance:
 - Epping Forest Beeches 159.60
 - Epping Forest Broadleaved 459.61
 - Epping Forest Buffer Land 62.10
23. Based on literature documenting significant leaf fall and mortality due to drought, a 10% risk from leaf loss preventing carbon sequestration was determined. This risk combines the Urban Heat Island Effect (UHIE) and Soil Vulnerability, each contributing 5%, totalling 10%.

² Telemetry is the process of recording and transmitting the readings of an instrument from remote or inaccessible points to receiving equipment for monitoring, display, analysing and recording.

24. Beavers: recent reintroductions have demonstrated their effectiveness in creating leaky dams, for example, at Spains Hall³, Essex and Forty Hall Farm⁴ in Enfield and Greenford, Ealing⁵.

Corporate & Strategic Implications

Charity Implications

25. Epping Forest is a registered charity (number 232990). The proposals set out in this report will impact on land held by the City Corporation in its capacity as Conservators of Epping Forest and trustee of the Epping Forest charity. Charity Law obliges Members to ensure that the decisions they take in relation to the Charity are taken in the best interests of the Charity and in accordance with their powers. It is considered that the proposals in this report align with the objects of the Epping Forest charity and the purposes outlined in the Epping Forest Act 1878. This includes keeping the Forest unenclosed for public recreation, and (as far as possible) preserving its natural aspect and protecting the timber and other trees, pollards, shrubs etc growing on the Forest.

Strategic implications

26. Leading Sustainable Environment: The deployment of leaky dams enhances hydrology and biodiversity, supporting a sustainable environment.

27. Providing Excellent Services: Leaky dams mitigate flood risks and improve water management, ensuring community safety and well-being.

28. Flourishing Public Spaces: These structures enhance the natural beauty and ecological health of public spaces, promoting outdoor activities, education and tourism.

29. Diverse Engaged Communities: The installation of leaky dams also provides opportunities as a volunteer activity.

Financial implications

30. All costs for NFM interventions will be covered by the Carbon Removals project budget (£160k), with potential scaling up and savings through a successful (£200k) application to the TRFCC's NFM Phase 3 grant. A budget of £20k will be drawn down in 2025/26 for the beaver feasibility study.

Resource implications

31. The project will be overseen by the Carbon Removals team, who will collaborate with the appointed contractor, and the Conservation and Arboriculture teams at

³ [New beavers released in Essex as ground-breaking Natural Flood Management programme expands](#)

⁴ [Beavers are back in Enfield | Enfield Council](#)

⁵ [The Ealing Beaver Project – Bringing Beavers Back to London](#)

Epping Forest to plan the availability of wood from operations and dam installations. This coordination by the CR team will be managed with minimal demand on local teams, while ensuring close collaboration, as contractors will be employed for project delivery. Wood for leaky dam construction will come as a by-product from the Forest arboricultural and conservation activities.

Legal implications

32. As the project develops, officers will identify relevant environmental and planning regulations, and ensure compliance with these (for example, as listed in paragraph 14).
33. To manage the governance and procurement of the leaky dam project, if the TRFCC NFM grant is awarded, alongside ECC as the lead NFM grant applicant and LLFA, City of London Corporation (COL) will establish a formal agreement outlining roles and responsibilities, ensure compliance with flood risk management regulations, and adhere to the new Procurement Act (as relevant) effective from February 2025. ECC, as the LLFA and lead TRFCC grant applicant, will oversee the project's compliance with flood risk management regulations, submit the grant application, and monitor that all legal and regulatory requirements are met.
34. The Epping Forest Act 1878 requires the Conservators to keep Epping Forest unenclosed and unbuilt on as an open space for the recreation and enjoyment of the public and to (as far as possible) preserve the Forest's natural aspect and protect the timber and other trees etc growing on the Forest (see section 7).
35. Section 33 provides a range of express powers to support the Conservators' management of Epping Forest which include the power: to fell, cut, lop and manage the timber and other trees (s.33(1)(i)); to ... drain, level and improve the soil and subsoil, so far as in their judgment may be necessary or desirable for the purposes of management (s.33(1)(ii)); and to make ponds and to enlarge, clean out and maintain or fill up ponds, streams, watercourses, and springs (s.33(1)(v)).
36. Proposed locations on the Buffer Land will need to be assessed against any relevant restrictions on title, and in light of current or proposed uses of the sites (including, for example, having regard to any existing public rights of access).

Risk implications

37. The CR team will commission a hydrologist to assess and inform our deployment plan and technical specifications of interventions, mitigating any unintended negative environmental impacts. Additionally, the team will work closely with the two Lead Local Flood Authorities (LLFAs) in the respective counties to ensure optimal dam placements and design.

Climate implications

38. By retaining more water in the landscape, leaky dams help maintain higher soil moisture levels, supporting vegetation growth, enhancing carbon sequestration, and boosting biodiversity. This increased moisture also mitigates drought and heat stress, enhancing ecosystem resilience to climate change. Additionally, leaky dams reduce flood risks and improve water quality, benefiting both the environment and local communities.

Equalities implications

39. Due regard has been given to potential equality implications which includes taking into consideration any impact on groups with protected characteristics. After consideration of the same it has been concluded there are no equality implications arising and all duties in this regard have been appropriately executed with no further action required at this time.

Security implications

40. None

Conclusion

41. As extreme rainfall events are expected to become more frequent due to climate change, along with more pronounced summer droughts, it is crucial to ensure that the Forest remains resilient to these changes. NFM initiatives will improve hydrology, increase biodiversity, and enhance carbon sequestration. The collaborative efforts with the EF Conservation Teams, hydrological consultants, and Lead Local Flood Authorities will ensure that the leaky dams are strategically placed and designed to maximize their environmental benefits, ultimately contributing to a healthier and more resilient ecosystem.

Appendices

- Appendix 1: illustration of a leaky dam
- Appendix 2: Indicative and draft leaky dam deployment plan

Background Papers

[New beavers released in Essex as ground-breaking Natural Flood Management programme expands](#)

[Beavers are back in Enfield | Enfield Council](#)

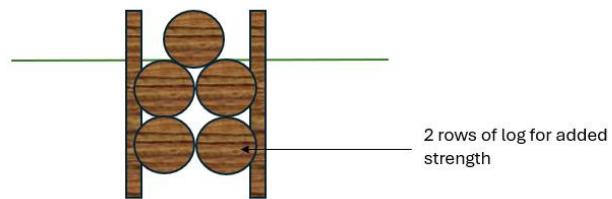
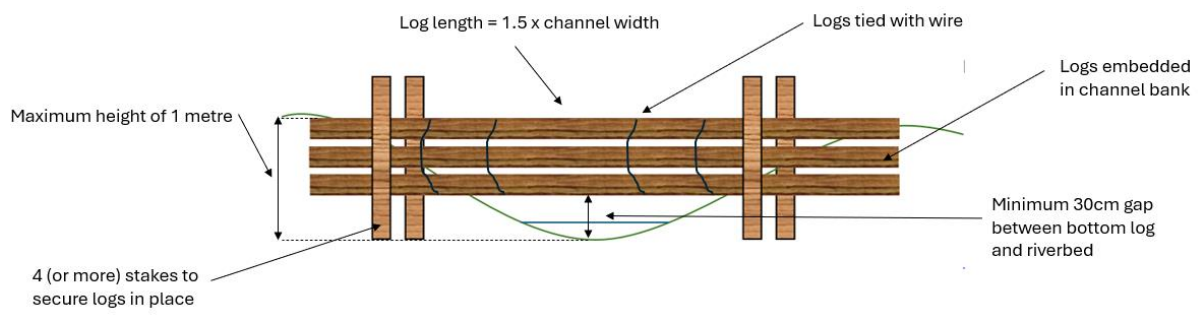
[The Ealing Beaver Project – Bringing Beavers Back to London](#)

Heinz Traut

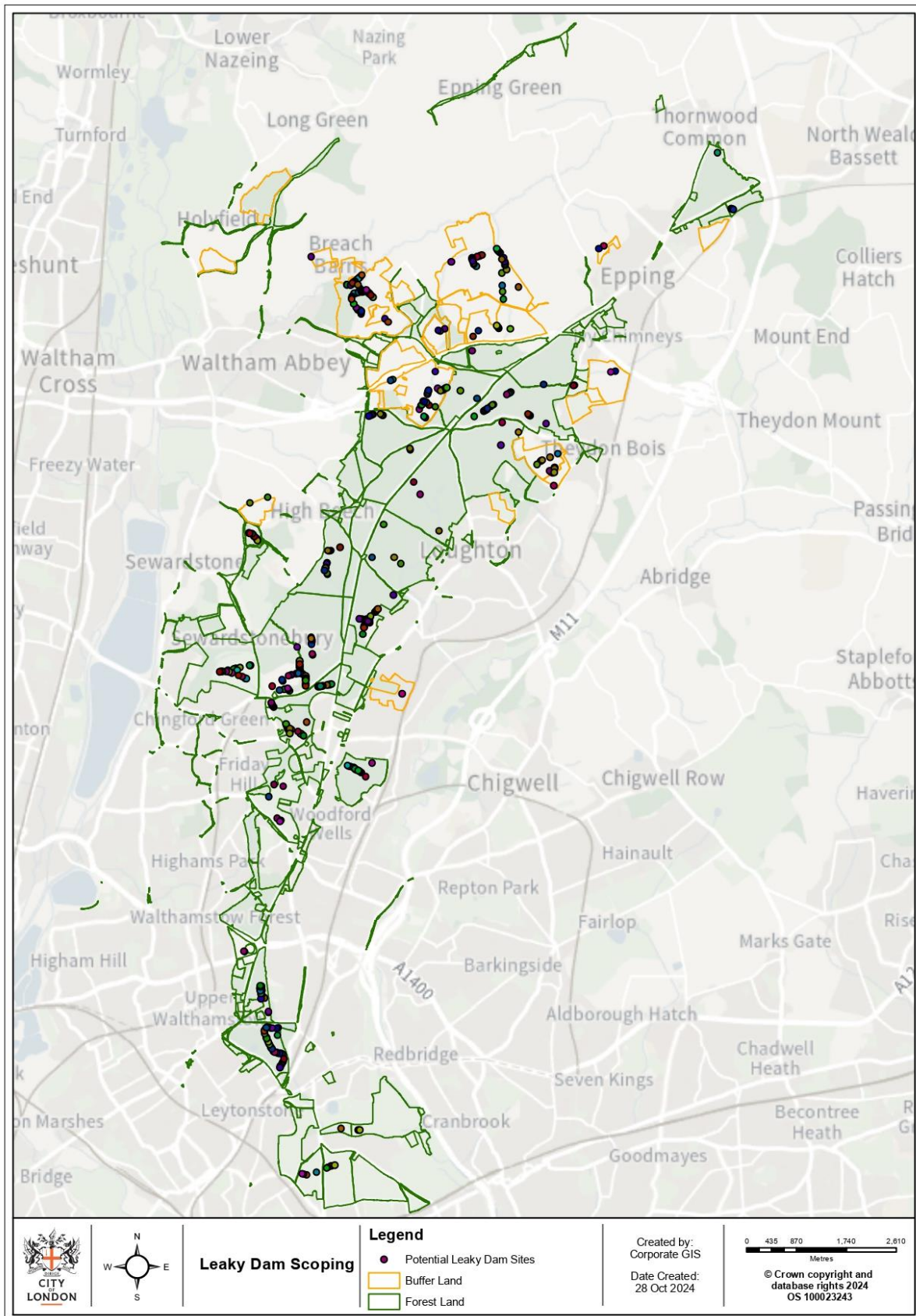
Carbon Removals Project Manager | Natural Environment Division

Environment Department - Heinz.Traut@cityoflondon.gov.uk

Appendix 1: illustration of a leaky dam.



Appendix 2: Indicative and draft leaky dam deployment plan.



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Committee(s): Epping Forest and Commons Committee	Dated: 23/01/2025
Subject: Licences fees and charges 2025/26 (SEF 02/25)	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: Katie Stewart, Executive Director of Environment	For Decision
Report author: Brian Pallett, Epping Forest Wayleaves and Licensing Officer	

Summary

This report makes proposals for the setting of fees and charges for activities in Epping Forest for the forthcoming financial year of 2025/26.

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 2023/24.

In 2023/24 the licensing of activities and product sales on Forest Land raised a total of £280,593. This is a reduction from the previous year total of £545,219, which is attributed to a reduction in filming due to the Hollywood Writers Strike and less requirement of regulatory licensing.

Car park charges raised a total of £427,279 net. There is a recommendation in this report to put up car parking charges, as the prices have remained static since May 2021.

Charges for formal sports across 2023/24 raised a total of £556,907 with Association Football and Golf gross income totalling £73,330 and £483,577 respectively. An increase on the previous year of £73,816 as sports recover from the Covid Pandemic. We don't believe this will be a continued trend.

All income from produce, licences and charges are 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 3.4% for the financial year 2025/26, based on the RPI for the month of October (2024) as has been the basis for uplifts in previous years.

Recommendation

Members are asked to:

- Note the income generated in 2023/24 from charged activities in Epping Forest and
- Agree the proposed licence fees for 2025/26 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 it appears to the Superintendent that the scale of the 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 Epping Forest.

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 Corporation (in its capacity as Conservators of Epping Forest) in administering and enabling the activity. Income is reinvested into the management of the Forest in accordance with the City Corporation financial regulations.
2. Licences are administered through a steering group of officers to ensure that all relevant sections and staff are consulted before a decision is made and to ensure there is an equitable decision-making process for any customer.
3. All activities are regulated with due regard to the Conservators' duties under the Epping Forest Acts 1878 and 1880 and any other relevant statutory provisions.

Current Position

4. Licensing activity on Forest Land raised £238,938 in 2023/24 as detailed in Appendix 1. This is a reduction from the previous year total of £545,219, which is attributed to a reduction in filming due to the Hollywood Writers Strike and less requirement for regulatory licensing.
5. The decrease in filming revenue in the 2023/24 year is believed to be a direct result of the Hollywood Writers Strike between 2 May 2023 - 27 September 2023.
6. Car park charges raised a total of £427,279 net of commission.
7. £41,655 was made from the sale of produce (venison, beef and wood) in 2023/24. The sold produce is ancillary to the conservation work and

management activities at Epping Forest conducted by the Conservators. The value of these products is dictated by market forces and the income is reported annually (Appendix.1).

8. Charges for formal sports across 2023/24 raised a total of £556,907 gross income. Of this, the golf course made a net profit of £121,518 on its local risk budget.
9. Bench sponsorship during 2023/24 raised a total of £8,586.
10. A total of £1,273,364 was generated through charging in 2023/24.

Options

11. Option 1

- To increase licence fees by 3.4% in line with the RPI, as detailed in Appendix 2. It is proposed that the licence fee for horse riding also be increased by 3.4%. The RPI figure is the maximum permitted under the Additional Byelaws for the Regulation of Horse Riding.
 - To increase the car park charging from 1 September 2025 to the prices shown in Appendix. 2. This is an average across all stay options of 14%, annual permits will rise by 12%.
 - To increase sports charges for golf shown in Appendix 4.
 - Agree to delegate powers to the Superintendent to make minor variations (of 20% or less) to these fees in respect of filming and other licensing where appropriate, for example where the scale of the 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 Epping Forest. **This is recommended.**
12. 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, which would be a disbenefit to the Charity. This effective reduction in income would need to be absorbed by Epping Forest's local risk budget. **This is not recommended.**

Proposals

13. Proposed charges for 2025/26 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. Upon your Committee's approval these charges will be published on the City of London Corporation's website and be available by hard copy from the Epping Forest Offices. When setting fees and charges, officers considered the following factors:

- A figure of 3.4% has been proposed across Epping Forest and the Commons charities based on the October 2024 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 3.4% in some cases.

14. Car parking charges on Epping Forest will be increased during the financial year 2025/2026, with the proposed increase to take effect from the 1 September 2025. Car park figures have remained static since May 2021 when car park charging was introduced across the entire Forest. Bench marking against comparable sites can be found in Appendix.3, noting this does not account for increases in 2024/25 by comparable sites. The proposed charges are considered reasonable and still represent good value.

15. Increase to football charges were agreed in July by your Committee to raise fees by 15% over the next 2 years and Golf fees will increase in relation to bench marking with competitor courses as outlined in Appendix.4.

16. There are occasions where the scale of the activity and impact upon the Forest do not sit neatly with the licence guidelines, for example, major feature films which are only requiring small scale background shots or large scale events which cross Forest but aren't contained wholly upon it so the impact is minor. On such occasions the delegation of powers to the Superintendent to make minor variation to the set fees is requested in order to ensure an appropriate contribution towards the costs incurred by the Conservators in connection with Epping Forest.

Key Data

Corporate & Strategic Implications Corporate Plan

17. Flourishing Public Spaces

Natural Environment Prospectus

18. Charity Income Strategy.

Financial implications

19. 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.

Legal Implications

20. 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.
21. Section 33(1)(i) of the Epping Forest Act 1878 (“the 1878 Act”) 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...”
22. 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”. The sale of produce as a by-product of land management activities by the Epping Forest charity would constitute primary purpose trading. This means that the charity may trade more or less freely in pursuit of its charitable objectives.
23. In its role as trustee of the Epping Forest Charity, the City Corporation is under a duty to act solely 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.
24. Section 33(1)(xiii) of the 1878 Act 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.
25. 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.

26. Section 7 of the City of London Corporation (Open Spaces) Act 2018 provides powers to hold and charge for events on Forest Land, including film production, having regard to an agreed events policy.

Property Implications

27. The granting of personal licences does not constitute alienation of Forest Land for the purposes of the 1878 Act 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.
28. 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

29. 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

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

Risk Implications

31. 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

32. 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.
33. 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

34. 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

35. 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.

36. 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 2023/24

Appendix 2 – Proposed charges 2025/26, with 2024/25 figures alongside for reference.

Appendix 3 – Bench marking with comparable sites in reference to car parking and sports

Appendix 4 – Golf charges

Brian Pallett

Licensing and Wayleave Officer

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Appendix 1

Income generated in 2023/24

Produce		Income 2023/24	Income 2022/23	
Venison		£3,457	£4,718	
Beef		£37,311	£45,023	
Wood		£887	£2,154	
Total		£41,655	£51,895	
Licences		Income 2023/24	Income 2022/23	
Horse Riding		£8,242	£9,725	
Regulatory licences		£114,091	£196,683	
Fairs and circuses		£34,801	£48,159	
Filming and photo shoots		£81,804	£238,757	
Total		£238,938	£493,324	
Sports		Income	Income 2022/23	Net profit/loss
Football		£73,330	£46,239	
Golf		£483,577	£436,852	£121,518
Car Park Charges		£427,279 <i>(net of commission)</i>	£408,271 <i>(net of commission)</i>	
Benches sponsorship		£8,586	£20,833	
TOTAL INCOME		£1,273,364	£1,457,415	

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EPPING FOREST LICENSING CHARGES - 25/26

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

Increased by 3.4%

	2024/25 CHARGES		2025/26 CHARGES	
Standard Application Fee	£	31.00	£	61.00
	£		£	32.00
				63.00

All licences are subject to standard application plus licence fee charges as shown. Application fee is payable on agreement of licence and is non-refundable.

EVENTS

Event	Notes	Description/ amount of participants	Charity/ non-profit	Commercial /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*	Includes an event with entrance marker, first aid, table of drinks	Less than 1-499	£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	£1.25 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	£2.50 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
		More than 500 – apply through events licence		See events charges		See events charges
Events charges* <small>*where events are free entry additional charges will be made relative to the loss of amenity / scale of event</small>	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-£304	£0-£608	£0-£314	£0-£628
		50-499	£394 + 5 % of ticket price	£788 + 5 % of ticket price	£407 + 5 % of ticket price	£814 + 5 % of ticket price
		500-1499	£718 + 5 % of ticket price	£1435 + 5 % of ticket price	£742 + 5% of ticket price	£1484 + 5% of ticket price
		1500-4999	£1183 + 5% of ticket price	£2366 + 5% of ticket price	£1223 + 5% of ticket price	£2446 + 5% of ticket price
		5000+	by negotiation	by negotiation	by negotiation	by negotiation
Regular run/ walk / cycle* events by clubs <small>*please note we do not license competitive speed cycle races</small>	Up to 20 events each year*	Less than 100	Annual Fee £243 (includes administration) plus 5% entrance fees	Annual Fee £486 (includes administration) plus 5% entrance fees	Annual Fee £251 (includes administration) plus 5% entrance fees	Annual Fee £502 (includes administration) plus 5% entrance fees
FAIRS	Set up/dismantle days Operational days (5% discount for 6+ days)			£53 - £212		£55 - £219
				£165 - £555		£171 - £574

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

WANSTEAD FLATS (OUT OF SEASON)

Football Match or tournament	Additional charges may apply. See below		Price on application	Price on application	Price on application	Price on application	
School Sports Day	Dedicated use of mown area only	Less than 100	£63 per day*		£65 per day*		
		100 - 500	£121 per day*		£125 per day*		
				* Up to 2 days for the price of one if no additional mowing required		* Up to 2 days for the price of one if no additional mowing required	

Levies may apply for football matches/tournaments and sports days which require additional services, examples below. All levies are calculated 'at cost' to COL and no reduction for charity/non-profit is possible.

Exclusive use of changing facilities <small>*ONLY WHEN STAFF</small>	Opening up the building and use of changing	Minimum hire period - 4 hours		£123		£127
---	---	-------------------------------	--	------	--	------

rooms. Cleaning and heating costs.	Additional charge per hour after 4 hours	£32	£33
AVAILABLE			
Sports Day Line marking	Running track up to 8 lanes + 2 other events needing markings	Based on maximum of 7 hours	£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	£31* annual
		11-29 people	£62* annual
		More than 30 people	£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
OTHER GUIDED ACTIVITY OR EDUCATIONAL OFFER			
Small Commercial Guided Walks and Tours eg Mindfulness		Up to max 100 (was from 5 - 100)	£31+ 10% of ticketed price per participant
Forest Schools	Licence		£31 + 5% of fee charged per pupil
	Tree surveying (as required)		Price on application
		£61 + 10% of ticketed price per participant	£32+ 10% of ticketed price per participant
		£61 + 5% of fee charged per pupil	£32 + 5% of fee charged per pupil
		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	£67 for one off visit/£403 yearly fee
		Crew size 1 - 5	£419.00
		Crew size 6 - 15	£560.00
		Crew size 16 - 30	£699.00
		Crew size 30 +	Price on application
Commercial Filming	Not including unit base / car park costs - major filming based on 12hr day, minor filming based on 8hr day.	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 Prep Day/Strike Day	(50% daily fee)
		Major Feature Holding Day/Stand-by	Where the site is occupied but filming or set dressing does not take place: security only on site
		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
		Feature Prep Day/Strike Day	
		Feature Holding Day/Stand-by	Where the site is occupied but filming or set dressing does not take place: security only on site
		Based 8-hour day.	
		Minor Filming 25-40 crew	
		Minor Filming 10-25 crew	
		Minor Filming 5-10 crew	
Minor Filming 1-5 crew			
News or other media specific to Epping Forest Estate			
		from £5000	from £5170
		from £2500	from £2585
		from £750	from £775
		from £4000	from £4136
		from £2000	from £2068
		from £600	from £620
		From £1500	From £1550
		From £1000	From £1035
		From £750	From £775
		From £500	From £520
		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

Hire of car parks for events or compounds per 8 hours	Large (e.g Bury Road)	Based on 8 hour hire		£1,337.00		£1,382.00
	Medium (e.g. Fairmead Oak)			£816.00		£844.00
	Small (e.g.Earl's Path)			£494.00		£511.00
Scaffolding	Area per day (m ²)			£5.57 per m ² per day + VAT		£5.76 per m ² per day + VAT
	Minimum overall charge inc admin			£279.00		£288.00
Site compounds, storage, excavation/trenches	Area per day (m ²)	Small (Under Five Sq Metres)		£6.40 per m ² per day +VAT	Small (Under Five Sq Metres)	£6.62 per m ² per day +VAT
		Medium (Over Five SqM up to to Ten SqM)		£5.00 per m ² per day + VAT	Medium (Over Five SqM up to to Ten SqM)	£5.17 per m ² per day + VAT
		Large (Over Ten Square Metres) X		£4.50 per m ² per day + VAT	Large (Over Ten Square Metres) X	£4.65 per m ² per day + VAT
		Damage to or loss of amenity		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	Minimum charge £1,382 for Forest Land, rising to £2,765 for SSSI and £4,146 for SAC, all plus VAT
		Officer time		£45 per hour + VAT	Officer time	£47 per hour + VAT
		Consultants Time		£134 per hour + VAT	Consultants Time	£139 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		£70.08		£72.46	
	Junior individual/joint and horse	Annual		£34.26		£35.42	
	Adult or junior individual/joint and horse	Weekly fee			£8.76		£9.06
		Daily fee			£6.13		£6.34
Riding School Licences	Riding School	Annual		£87.57		£90.55	

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

Car Parking	Up to 1 hour			£1.50		£1.75
	Upt to 2 hours			£2.50		£3.00
	2 - 4 hours			£4.00		£4.50
	Full day (over 4 hours)			£6.00		£7.00
	Blue Badge holders			Free		Free
	Motor cycles in marked motor cycle bays			Free		Free
	Annual Permit				£150.00	

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Appendix.3 Bench Marking

Car Parking

	Up to 1 hour - £	Up to 2 hours - £	Up to 4 hours -£	All day - £	Annual Season £
Epping Forest (current)#	1.50	2.50	4.00	6.00	150.00
Epping Forest (proposed)#	1.75	3.00	4.50	7.00	170.00
Hainault Forest	1.50	2.60		5.50	
Ashdown Forest	2.00	2.50	4.00	5.00	
Thetford Forest*	3.00	6.00	12.00	15.00	
EFDC	1.00	2.00	4.00	6.00	
Redbridge council	2.00	3.50	5.00	10.00	1,500.00
Waltham Forest council	3.90	4.60	8.70		

*Provides some free car park areas.

#Blue Badge holders and motorcycles in marked motorcycle bays remain Free.

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Appendix 4 - Golf price comparisons 2025.26

Course Name	Private or Public	Postcode	Distance from CGC	Highest Weekday Green Fee	Proposed new fee
West Essex Golf Course	Private	E4 7QL	1 mile	£55.00	
Birchwood Park Golf Course	Public	DA2 7HJ	18.4 miles	£45.00	
Abbey Hill Golf Course	Public	MK8 8AA	55 miles	£39.00	
Richmond Park Golf Club	Public	SW15 3SA	26.3 miles	£38.00	
Stevenage Golf Course	Public	SG2 7EL	23.1 miles	£35.00	
High Elsm Golf Course	Public	BR6 7JL	19.3 miles	£30.71	
Cheshunt Park Golf Centre	Public	EN7 6QD	8.9 miles	£30.50	
Theydon Bois Golf Club	Private	CM16 4EH	6.4 miles	£29.50	
Basildon Golf Course	Public	SS16 5JP	29.2 miles	£29.00	
Hainault Golf Club	Public	IG7 4QW	7.1 miles	£26.00	
Risebridge Golf Course	Public	RM1 4PR	10.4 miles	£22.00	
Woodford	Public	IG8 OST	2.6 miles	£21.00	
Belhus Park Golf Club	Public	RM15 4PX	19.2 miles	£20.00	
Castle Point Golf Course	Public	SS8 9FG	35.6 Miles	£20.00	
Chingford Golf Course	Public	E4 7QJ		£19.00	£19.50
Trent Park Golf Club	Public	N14 4UW	7.4 miles	£17.00	

Course Name	Private or Public	Postcode	Distance from CGC	Highest Weekend Green Fee	Proposed new fee
West Essex Golf Course	Private	E4 7QL	1 mile	£60.00	
Birchwood Park Golf Course	Public	DA2 7HJ	18.4 miles	£48.00	
Abbey Hill Golf Course	Public	MK8 8AA	55 miles	£41.00	
Theydon Bois Golf Club	Private	CM16 4EH	6.4 miles	£39.00	
Richmond Park Golf Club	Public	SW15 3SA	26.3 miles	£38.00	
High Elsm Golf Course	Public	BR6 7JL	19.3 miles	£37.40	
Cheshunt Park Golf Centre	Public	EN7 6QD	8.9 miles	£36.25	
Basildon Golf Course	Public	SS16 5JP	29.2 miles	£36.00	
Stevenage Golf Course	Public	SG2 7EL	23.1 miles	£35.00	
Hainault Golf Club	Public	IG7 4QW	7.1 miles	£33.00	
Risebridge Golf Course	Public	RM1 4PR	10.4 miles	£31.00	
Woodford	Public	IG8 OST	2.6 miles	£30.00	
Castle Point Golf Course	Public	SS8 9FG	35.6 Miles	£29.00	
Chingford Golf Course	Public	E4 7QJ		£28.50	£29.50
Trent Park Golf Club	Public	N14 4UW	7.4 miles	£27.00	
Belhus Park Golf Club	Public	RM15 4PX	19.2 miles	£25.00	

Season Ticket	Current Price	Proposed new fee
Adult 7 day	£787.50	£815.00
Senior 7 day	£603.75	£625.00
Intermediate aged 35 - 39	NA	£732.50
Intermediate aged 30 - 34	NA	£650.00
Intermediate aged 25 - 29	£630.00	£487.50
Intermediate aged 19 - 24	£420.00	£325.00
Youth aged 16 - 18	£210.00	£200.00
Youth under 16	£105.00	£100.00

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Committee(s)	Dated:
Epping Forest and Commons Committee	23/01/2025
Subject: Epping Forest Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2024	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?	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: The Chamberlain Executive Director Environment	For Information
Report author: Clem Harcourt, Chamberlain's Department	

Summary

The final version of the Trustee's Annual Report and Financial Statements for the year ended 31 March 2024 for Epping Forest (charity registration number 232990) are presented for information in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the the Trustee's Annual Report and Financial Statements for the 2023/24 Financial Year be noted.

Main Report

1. The Trustee's Annual Report and Financial Statements for the Epping Forest charity for the year ended 31 March 2024 are presented for information having been signed on behalf of the Trust by the Chairman and Deputy Chairman of Finance Committee and the auditors, Crowe U.K LLP.
2. Members may also wish to note that a draft unaudited version of the 2023/24 Annual Report and Financial Statements was previously presented to your Committee in September 2024. In addition, the information contained within the Annual Report and Financial Statements has already been presented to your Committee via the outturn report in July 2024.
3. The Trustee's Annual Report and Financial Statements for 2023/24 was previously approved by Finance Committee in November 2024 on behalf of the Trustee in line with the arrangements in place for other charities in which the City is trustee.
4. A previous review of the charities for which the City is responsible detailed key reports that should be presented to your Committee. The Trustee's Annual

Report and Financial Statements was one of these reports. Information from these statements also forms part of the Annual Return to the Charity Commission which is due to be filed ahead of the regulatory deadline of 31 January 2025.

Appendices

- Appendix 1 – Epping Forest Annual Report and Financial Statements for the year ended 31 March 2024

Clem Harcourt
Chamberlain's Financial Services Division

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Epping Forest

Annual Report and Financial Statements for the
year ended 31 March 2024

Charity registration number 232990

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ORIGINS OF THE CHARITY

As one of the earliest publicly accessible wild landscapes in England, Epping Forest predates the UK's National Parks by nearly 80 years and shares a common bond in seeking to preserve the wildness of a treasured landscape whilst guaranteeing widespread public access.

The Forest was acquired by the City of London Corporation in the late 19th century and is held under the framework in the Epping Forest Act 1878. Today the City of London Corporation, in its capacity as the Conservators of Epping Forest and Trustee of the Epping Forest charity, continues to preserve the Forest for the public to enjoy.

Promoting and enabling public access to the Forest remains our guiding principle and we strive to exceed visitors' expectations by providing a safe and welcoming environment, rich in wildlife, which offers activity and excitement, and peace and tranquillity in equal measure. We welcome over 10 million people to the Forest every year, and we want all visitors to continue to value their Forest, and to benefit from all that the Forest has to offer.

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

The governing documents of the Epping Forest charity (registration number 232990) (“the charity”) are the Epping Forest Acts 1878 and 1880 as amended. The charity is constituted as a charitable trust.

GOVERNANCE ARRANGEMENTS

The Mayor and Commonalty and Citizens of the City of London (also referred to as ‘the City Corporation’ or ‘the City of London Corporation’), a body corporate and politic, is the Trustee of the Epping Forest charity. The City Corporation is trustee acting by the Court of Common Council of the City of London in its general corporate capacity and that executive body has delegated responsibility in respect of the administration and management of this charity to various committees and sub-committees of the Common Council, membership of which is drawn from 125 elected Members of the Common Council and external appointees to those committees. In making appointments to committees, the Court of Common Council will take into consideration any particular expertise and knowledge of the elected Members, and where relevant, external appointees.

Elected Aldermen and Members of the City of London Corporation are appointed to the Epping Forest and Commons Committee, together with four Verderers - locally elected by Epping Forest Commoners in elections held every seven years - under the terms of the Epping Forest Act 1878 relating to the Epping Forest Committee.

Members of the Court of Common Council are unpaid for support provided to the charity and are elected by the electorate of the City of London. The key committees which had responsibility for directly managing or considering matters related to the charity during 2023/24 were as follows:

- **Policy and Resources Committee** – responsible for allocating resources.
- **Finance Committee** – responsible for controlling budgets, support costs and other central charges that affect the charity as a whole.
- **Audit and Risk Management Committee** – responsible for overseeing systems of internal control and making recommendations to the Finance Committee relating to the approval of the Annual Report and Financial Statements of the charity.
- **Investment Committee** – responsible for the strategic oversight and monitoring of the performance of the charity’s investments which are managed by three separate sub-committees, namely the Financial Investment Board, the Property Investment Board and the Social Investment Board.
- **Corporate Services Committee** – responsible for personnel and establishment matters, including negotiations with the recognised trade unions.
- **Epping Forest & Commons Committee** – responsible for the activities undertaken at Epping Forest and approving budget allocations for the forthcoming year.
- **Epping Forest Consultative Committee** – considers and discusses areas of concern or debate at Epping Forest with representative user groups across the Forest – particularly those due to be raised at Epping Forest and Commons Committee.

All of the above committees are ultimately responsible to the Court of Common Council. Committee meetings are held at the Trustee's discretion in public (except where it is not considered in the charity's best interests to do so), supporting a decision-making process which is clear, transparent and publicly accountable.

The charity is consolidated within City's Estate as the City of London Corporation exercises operational control over its activities. City's Estate, which was renamed from City's Cash during 2023/24, is a fund of the City Corporation that can be traced back to the 15th century and has been built up from a combination of properties, land, bequests, and transfers under statute since that time. Investments in properties, stocks and shares are managed to provide a total return that:

- Allows City's Estate to use the income for the provision of services that are of importance nationally and internationally as well as to the City and Greater London;
- Maintains the asset base so that income will be available to fund services for the benefit of future generations.

The Trustee believes that good governance is fundamental to the success of the charity. An initial review of governance was undertaken to ensure that the charity is effective in fulfilling its objectives, and further, more detailed work is underway as part of a corporate review of the open space charities of which the City Corporation is the trustee. Reference is being made to the good practices recommended within the Charity Governance Code, with a focus on ensuring regulatory compliance and the ongoing maintenance of an efficient and effective portfolio of charities that maximise impact for beneficiaries.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charity is administered in accordance with its governing instruments and the City Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 35.

Each Member, by virtue of their membership of the Court of Common Council and its relevant committees and sub-committees, has a duty to support the City Corporation in the proper exercise of its functions and in meeting its duties as trustee of the charity by faithfully acting in accordance with charity law, the Terms of Reference of the relevant committee or sub-committee, and the City Corporation's agreed corporate governance framework as noted above, backed up by its standards regime.

INDUCTION AND TRAINING OF MEMBERS AND COMMITTEE MEMBERS

The City Corporation makes seminars and briefings on various aspects of its activities, including those concerning the charity, available to its Members and others serving on committees which are involved with the charity to enable them to carry out their duties efficiently and effectively. If suitable seminars or other training options are identified that are relevant to the charity, Members and other committee members are advised of these opportunities.

OBJECTIVES AND ACTIVITIES

The objective of the charity is the preservation of Epping Forest in perpetuity, as an open space for the recreation and enjoyment of the public. The open space consists of the lands known as Epping Forest, and includes Wanstead Park and Highams Park. Various buffer lands have been acquired by the City Corporation, in its corporate capacity (rather than as trustee of the charity), around the edges of Epping Forest and are managed in complement to the Forest.

Investment Policy

The charity's investments are held in units of the City of London Charities Pool (registered charity number: 1021138). The investment policy is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool (which include an analysis of investment performance against objectives set) are available from the Chamberlain of London, at the email address stated on page 35.

Volunteers

Epping Forest welcomes volunteers both directly and through partner organisation in all aspects of Forest management from conservation, to front of house and Rangers.

Remuneration Policy

The charity's staff are employees of the City Corporation and pay is reviewed annually. The City Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for the payment of recognition awards.

The above policy applies to staff within the charity's key management personnel, as defined within note 8 to the financial statements.

The City Corporation is committed to equal opportunities for all employees. An Equality, Diversity and Inclusion (EDI) Sub-Committee has been established to actively promote equality, diversity and inclusion in service delivery and employment practices. The Sub-Committee is responsible for monitoring the delivery of the Equality and Inclusion Action Plan and progress against the Equality Objectives. This also includes addressing the City Corporation's gender, ethnicity and disability pay gaps.

The City Corporation's Equality Objectives were recently reviewed in accordance with the Equality Act 2010 which requires public bodies to publish equality objectives every four years. The City Corporation's Equality Objectives were approved by Policy and Resources Committee in March 2024 covering the five-year period from 2024 to 2029 to coincide with the City's Corporate Plan for 2024-29.

The City Corporation's Equality Objectives 2024-2029 are positioned as a dynamic crosscutting framework for advancing and integrating the City Corporation's commitment to equity, equality, diversity and inclusion as a leader, employer, and service provider. They are collectively owned across all departments and institutions.

Fundraising

Section 162A of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Although the charity does not undertake widespread fundraising from the general public, any such amounts receivable are presented in the financial statements as “voluntary income” including grants.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day-to-day management of all income generation is delegated to the charity’s executive staff, who are accountable to the Trustee. The charity is not bound by any regulatory scheme and does not consider it necessary to comply with any voluntary code of practice.

There is a donations page on the Epping Forest webpage inviting and enabling the public to make online donations to either the Epping Forest Common Toad Conservation Project or the Epping Forest New Sculptures and Trail campaign.

The charity received no complaints in relation to fundraising activities in 2023/24 (2022/23: nil). Individuals are not approached for funds; hence the charity does not consider it necessary to design specific procedures to monitor such activities.

Public benefit statement

The Trustee confirms that it has referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing the Epping Forest charity’s aims and objectives and in planning future activities. The purpose of the charity is the preservation of Epping Forest in perpetuity by the City of London Corporation as the Conservators of Epping Forest, as an Open Space for the recreation and enjoyment of the public.

The charity is operated as part of the City of London Corporation’s City’s Estate. The City of London Corporation is committed to contributing to funding, as necessary, the ongoing net operational costs of the charity.

Consequently, the Trustee considers that Epping Forest operates to benefit the general public and satisfies the public benefit test.

REFERENCE AND ADMINISTRATIVE DETAILS

The administrative details of the charity are stated on page 35.

ACHIEVEMENTS AND PERFORMANCE

Epping Forest's 2023/24 aims together with their outcomes were:

Corporate Restructure – This process was concluded in May 2023 with the implementation of a new staffing structure for the charity. Assimilation and redeployment processes were concluded, and recruitment continues.

Charity Review – Scoping phase of a review of the governance and operations of the Natural Environment charities of which the City of London Corporation is trustee (including the Epping Forest charity) took place in 2023/24, with initial recommendations implemented where applicable and areas for further work identified.

Byelaws – Continuation of the existing project to review and update Epping Forest byelaws where necessary or desirable has been progressed but paused pending the outcome of the Charity Review.

Lodges and Property – The programme of refurbishment of properties suited to their planned use, including exploring various letting options, continued.

Visitor Management Plan – Superseded by the introduction of a suite of Natural Environment Division strategies. The detail of the proposed visitor management plan will now be captured in a new business plan for the charity.

Countryside Stewardship Scheme (CSS) – The delivery of the existing grant programme of habitat management continued and a new application for a second CSS grant for the remaining areas of Epping Forest was submitted.

Conservation Management Plan – completed for The Temple.

Sustainable Urban Drainage Scheme (SUDS) – investigated for Wanstead Park but was not achievable. An alternative scheme for water management was scoped and funding allocated to this from partners Thames 21 and the City of London Climate Action Strategy.

Great Gregories – Funding achieved and project commencement for the construction of improved overwintering facilities for the Epping Forest conservation grazing herd.

Carbon Reduction Strategy – continued participation in the City of London Climate Action Strategy and completion of a carbon reduction plan for Epping Forest.

Natural Capital Audit – completed for the Open Spaces for which the City Corporation is a charity trustee, including Epping Forest.

PLANS FOR FUTURE PERIODS

Key projects for 2024/25 include:

- Introduction of a new Strategic Access Monitoring and Mitigation Strategy (SAMMS) and recruitment of SAMMS Ambassadors.
- Relaunch of a bench sponsorship scheme.
- Launch of an ancient tree sponsorship scheme.
- Scoping project for the provision of a standalone website for Epping Forest.
- Launch of a Lidar Interpretation and Engagement Project.
- Launch of volunteer recruitment campaign.
- Completion of Great Gregories overwintering facilities project to facilitate management of the conservation grazing herd.
- Award of Countryside Stewardship Forest 2 grant for habitat improvements and commence implementation.
- Commencement of Paths Repair Project including completion of 'Rangers Ride' path between Butlers Retreat and Connaught Water.
- Completion of 'Lost Spur' project at Wanstead Park to clear the lost spur on Henronry Pond and creation of two new reed beds.
- Completion of Wanstead Park play area phase two which will create an accessible path, install picnic benches and a new all ability swing.
- Review of major incident plans.
- Completion of the Grotto restoration and maintenance plan.
- Introduction of a new Wanstead Park Programme board to oversee Wanstead Park projects.
- Continuation of lodge renovations, including completion of Jubilee Retreat flats.
- Publication of a new five-year management plan for Epping Forest.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2023/24, the charity's total income for the year was £9,418,892 - an overall increase of £1,230,789 against the previous year (£8,188,103). The principal source of income was from City of London Corporation's City's Estate fund, with an increase in the contribution from the City of London Corporation explaining the overall increase in income compared with 2022/23 (see below).

Income from Charitable Activities totalled £1,897,022 (2022/23: £2,480,124), including £1,259,752 from charges for use of facilities and licences (2022/23: £1,845,995), £489,376 from rents (2022/23: £488,724) and £147,894 from sales of goods, products and materials (2022/23: £145,405). The decrease in income from Charitable Activities compared with 2022/23 can largely be explained by the proceeds of a one-off insurance claim being received in 2022/23 and reduced income being received from storage fees compared with the previous year.

In total, income from grants and contributions of £910,326 was received in the year, towards programmes administered by the charity (2022/23: £778,947). This income consisted of the following:

- Contributions were received from local authorities totalling £424,899 in relation to the Strategic Access Management and Monitoring Strategy (SAMMS) in order to help mitigate the impact of future developments around Epping Forest (2022/23: £0).
- A restricted government grant of £296,394 was received in the year from the Countryside Stewardship Scheme (CSS) which provides funding to farmers and land managers to manage their land in a way that supports biodiversity, enhances the landscape, and improves the quality of water, air and soil (2022/23: £207,654).
- Income of £99,000 (2022/23: £427,652) was received in relation to a deed of grant easement for Monkams Cottage, Aimes Green, Waltham Abbey. The proceeds were credited to the Epping Forest Capital Fund, which can be used for the acquisition of Forest land or capital projects in the Forest.
- Grant income from other sources of £90,033 were received from a range of bodies including from the Rural Payments Agency, the Museum of London Docklands and The Worshipful Company of Cordwainers (2022/23: £143,641).

Donations were amounts received from the public including through donation boxes at the Temple and at the View as well as via the Epping Forest webpage. Unrestricted donations amounted to £2,320 in 2023/24 (2022/23: £39,178). In total, £150 in restricted donations income was also received during the year (2022/23: £60) via the website. Donations can be made on the Epping Forest webpage, to either the Epping Forest Common Toad Conservation Project or the Epping Forest New Sculptures and Trail campaign.

Investment income totalling £36,378 (2022/23: £11,212) was received during the year. This consisted of distributions from the Charities Pool and interest receivable on cash balances held on behalf of the charity.

An amount of £6,572,696 (2022/23: £4,878,582) was received from the City of London Corporation's City's Estate as a contribution towards the running costs of the charity. The increase compared with the previous year can be explained by an increase in the level of capital expenditure being funded through City's Estate as well as additional expenditure being incurred by the charity compared with 2022/23 (see below), which resulted in the increase in the contribution provided by City's Estate.

Expenditure

Total expenditure for the year relating to charitable activities expenditure was £8,352,871 (2022/23: £7,601,136). The increase in expenditure can be explained by additional energy costs being incurred as a result of inflationary price rises in addition to extra grounds maintenance costs and an increase in the level of costs recharged from support service departments.

Funds held

The charity's total funds held increased by £1,006,410 to £7,951,749 as at 31 March 2024 (2022/23: £6,885,339).

The charity's designated funds consist of unrestricted funds which the Trustee has chosen to set aside for specific purposes. Such designations are not legally binding, and the Trustee can decide to "undesignate" these funds at any time. Designations as at 31 March 2024 totalled £6,517,242 (2022/23: £6,627,298).

In addition, unrestricted general funds amounted to £549,781 as at 31 March 2024 (2022/23: £6,109). In the year, the Trustee agreed to 'undesignate' £543,284 in funds previously held as designated funds.

Restricted funds of £884,726 (2022/23: £251,932) were held at year-end. These relate to £458,892 in relation to the Countryside Stewardship Scheme, £424,899 in unspent SAMMS contributions and Campaign Donations of £935. Plans are being put in place for utilising these funds.

Details of all funds held, including their purposes, is set out within note 16 to the financial statements.

Investments performance

Over the course of 2023/24, the Charities Pool investment strategy delivered an absolute return (gross of fees) of +14.18% which was above the FTSE All Share Index benchmark return of +8.43% (2022/23: the investment strategy gained +2.22% versus +2.92% from the benchmark). Over the longer term three and five year horizon, the Charities Pool continues to outperform the FTSE All Share Index as shown in the table below. The Charities Pool invests in the Artemis Income (Exclusions) Fund, which is an unconstrained, multi-cap strategy that aims to generate a rising income stream combined with long-term capital growth. The Fund invests in UK equities and can also hold international equities and bonds. Shares in companies that derive more than 20% of their revenues from tobacco, gambling, weapons and fossil fuels are excluded.

	2023/24		2022/23	
	3 year	5 year	3 year	5 year
Fund	+9.03%	+7.62%	+14.06%	+5.64%
FTSE All Share	+8.05%	+5.44%	+13.81%	+5.04%
Fund outperformance	+0.98%	+2.18%	+0.26%	+0.61%

Reserves

The charity receives significant support from the City of London Corporation which has committed to contribute as necessary to the funds of the charity; it does so out of City’s Estate. These funds are used to meet the deficit on running expenses on a year-by-year basis. Consequently, a reserves policy is currently considered by the Trustee to be inappropriate. Unrestricted funds of £549,781 were held as at 31 March 2024 (2022/23: £6,109) relating to surplus unrestricted donation income held in reserve as well as amounts previously held as designated funds which the Trustee agreed during 2023/24 to ‘undesignate’ until a purpose to utilise these funds has been identified.

The Trustee does not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 20.

The Trustee is monitoring the situation and will continue with its purpose to preserve Epping Forest in perpetuity as an Open Space for recreation and enjoyment of the public.

Principal Risks and Uncertainties

The charity is committed to a programme of risk management as an element of its strategy to preserve the charity’s assets. In order to embed sound practice, the senior leadership team ensures that risk management policies are applied, that there is an on-going review of activity and that appropriate advice and support is provided. A key risk register has been prepared for the charity, which has been reviewed by the Trustee. This identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

The principal risks faced by the charity, and actions taken to manage them are as follows:

Risk	Actions to manage risks
Decline in condition of buildings and structural assets	Officers work with colleagues in the City Surveyor’s Department on a Schedule to carry out inspections, identify maintenance needs and source funding for necessary works. Plans and actions are taken to maintain the condition of the scheduled ancient monuments (SAMS).
Tree failure	Regular inspections of trees are undertaken according to Forest-wide risk zones. Issues with specific dangerous trees are addressed as a matter of urgency. A Severe Weather Protocol is implemented in the event of severe storms/high winds.
Failure of raised reservoirs	Weekly inspection of reservoirs / dams. Statutory inspection visits by engineer every six months. A project is underway to progress works on Wanstead Park Reservoirs. Undertake surveys and investigate funding options for works on ponds.

Risk	Actions to manage risks
Deterioration of Wanstead Park Reservoirs	Supervising Panel Engineer is kept up to date with the projects progress during 6 monthly inspections. A gateway 5 report will be prepared to request funding and permission to progress works on site.
Negative impacts from pests and diseases	Develop a Natural Environment Divisional approach to INNS, pests and pathogens. Actions in response to notifications of a nearby Bovine Tuberculosis breakdown (loss of OFT status). HABs monitoring and awareness raising.
Loss of forest and buffer land and/or concession of prescriptive rights	Audits of all forest compartments are underway. Officers work with colleagues in the City Surveyor's and Comptroller and City Solicitor's Departments to consider whether legal action is required to settle disputes.
Impacts of anti-social behaviour on staff and site	Implementation and monitoring of PSPOs and other dog control measures on sites. Officers work in partnership with a range of Police and Anti-Social Behaviour managers to manage this risk. Activity based codes of conduct or guidelines for cycling, dog walking, fishing and horse riding have been developed. Take appropriate action to address cases of anti-social irresponsible and unsafe public behaviour. Develop an Enforcement Policy to deal with public behaviour which contravenes the Epping Forest byelaws.
Risk for health and safety	Staff roles are linked to essential and desirable training needs which are under continual and annual review. The Health and Safety Manager is actively engaged in assisting sites to identify and manage their health and safety risks. Departmental and divisional health and safety groups ensure issues are discussed, knowledge shared, and advice and support provided. Health and Safety checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans. Provide support to staff experiencing physical and mental stress due to work.
Negative impacts of development and encroachment	Continue to monitor and comment on the Epping Forest District Council, London Borough of Waltham Forest and other surrounding local plans. The Forest Transport Strategy has been drafted and relevant authorities will be consulted.
Recruitment of Suitable staff and work-force planning	Identify key roles where officers are nearing retirement or expressing development needs or desire to leave CoL or the relevant Department. Review this data annually via PDR's and one to ones.

Risk	Actions to manage risks
	<p>Succession plan drawn up by Management Team and agreed by the Assistant Director. HR support for key roles.</p> <p>Increase documentation of memory-based knowledge. Ensure that information needed for emergency situations and out of hours is written down forming part of a pack. Move collected data onto the GIS system.</p> <p>Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR.</p>
Budget Pressures	<p>Working to deficit budget reduction targets by increasing income generation.</p> <p>Seek opportunities for income generation e.g. from car parking charges, lodge rentals and commercial wayleaves.</p>
Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition	<p>Countryside Stewardship (CSS) Agreement (Forest 1) for part of the SSSI for 2020-2029 is being delivered. Applications for further Countryside Stewardship grants are likely to be submitted in 2024.</p> <p>Natural England officers will be reviewing the remaining SSSI compartments for reassessment.</p>
Adverse impacts of extreme weather and climate change	<p>Site-specific wildfire response plans have been signed off by the respective Fire and Rescue Services.</p> <p>Site inspections by fire officers have been completed.</p> <p>All fire access zones are cut twice per year. Drought limits grass growth but growth recommences quickly when wetter conditions develop.</p>
Wanstead Park Heritage at Risk Register	<p>Meetings with Historic England and the Wanstead Park Liaison Group. Funding is being worked on through the Wanstead Park Project Board; a Gateway 5 report for works to the dam was approved in January 2023 for £1.15m. Because of project inflation costs, further funding has now been agreed and the consultants will be engaged in 2024.</p>
Major Incident resulting in prolonged 'Access Denial'	<p>The Emergency Action Plan was tested successfully during the pandemic using JESIP (Joint Emergency Services Interoperability Principles) and has been implemented and supported by additional measures.</p>

TRUSTEE'S RESPONSIBILITIES

The Trustee is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustee to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustee must not approve the financial statements unless the Trustee is satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustee is responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustee is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the Trustee has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Financial statements are published on the Trustee's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Trustee's website is the responsibility of the Trustee. The Trustee's responsibility also extends to the ongoing integrity of the financial statements contained therein.

Adopted and signed for on behalf of the Trustee.

The image shows two handwritten signatures in blue ink. The signature on the left is 'Henry Nicholas Almroth Colthurst' and the signature on the right is 'Randall Keith Anderson'. Both signatures are written in a cursive, flowing style.

Henry Nicholas Almroth Colthurst, Deputy
Chairman of Finance Committee of
The City of London Corporation
Guildhall, London

Randall Keith Anderson, Deputy
Deputy Chairman of Finance
Committee of The City of London
Corporation, Guildhall, London

Guildhall, London

27th November 2024

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF EPPING FOREST

Opinion

We have audited the financial statements of Epping Forest ('the charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustee with respect to going concern are described in the relevant sections of this report.

Other information

The trustee is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustee's report; or
- sufficient and proper accounting records have not been kept by the Charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustee

As explained more fully in the trustee's responsibilities statement set out on page 13 and 14, the trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustee is responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustee either intends to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011, and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation, and Employment legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustee and other management and inspection of regulatory and legal correspondence, if any.

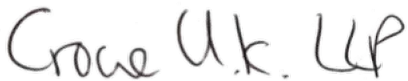
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory

correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustee as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor

55 Ludgate Hill, London, EC4M 7JW

29 November 2024

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Funds 2023/24 £	Restricted Funds 2023/24 £	2023/24 Total Funds £	2022/23 £
Income from:					
Voluntary activities	2	191,353	721,443	912,796	818,185
Charitable activities	3	1,897,022	-	1,897,022	2,480,124
Grant from City of London Corporation	4	6,572,696	-	6,572,696	4,878,582
Investments	5	36,378	-	36,378	11,212
Total income		8,697,449	721,443	9,418,892	8,188,103
Expenditure on:					
Charitable activities:					
Preservation of Epping Forest	6	8,264,222	88,649	8,352,871	7,601,136
Total expenditure		8,264,222	88,649	8,352,871	7,601,136
Net gains/(losses) on investments	11	389	-	389	(92)
Net expenditure		433,616	632,794	1,066,410	586,876
Transfers between funds				-	-
Net movement in funds		433,616	632,794	1,066,410	586,876
Reconciliation of funds:					
Total funds brought forward	16	6,633,407	251,932	6,885,339	6,298,463
Total funds carried forward	16	7,067,023	884,726	7,951,749	6,885,339

All of the above results are derived from continuing activities.

There were no other recognised gains and losses other than those shown above.

The notes on pages 20 to 34 form part of these financial statements.

BALANCE SHEET**AS AT 31 MARCH 2024**

	Notes	2024 Total £	2023 Total £
Fixed assets:			
Heritage assets	9	376,990	377,950
Tangible assets	10	5,006,440	4,619,544
Investments	11	4,355	3,966
Total fixed assets		5,387,785	5,001,460
Current assets			
Stock		28,593	31,293
Debtors	12	857,179	531,993
Cash at bank and in hand		2,510,566	2,026,358
Total current assets		3,396,338	2,589,644
Creditors: Amounts falling due within one year	13	(769,361)	(643,680)
Net current assets/(liabilities)		2,626,977	1,945,964
Total assets less current liabilities		8,014,762	6,947,424
Creditors: Amounts falling due after more than one year	14	(63,013)	(62,085)
Total net assets		7,951,749	6,885,339
The funds of the charity:			
Restricted income funds	16	884,726	251,932
Unrestricted income funds	16	7,067,023	6,633,407
Total funds		7,951,749	6,885,339

The notes on pages 20 to 34 form part of these financial statements.

Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty

Chamberlain of London and Chief Financial Officer

27th November 2024

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements of the charity.

(a) Basis of preparation

The financial statements of the charities, which is a public benefit entity under FRS102, have been prepared under the historical cost convention as modified by the valuation of investments which are held at fair value and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) and the Charities Act 2011.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustee considers that there are no material uncertainties about the charity's ability to continue as a going concern. The charity's governing documents place an obligation on the City of London Corporation to preserve the open spaces for the benefit of the public. Funding is provided from the City of London Corporation's City's Estate. On an annual basis, a medium-term financial forecast is prepared for City's Estate, covering the next 5 years from the period covered by these financial statements. The latest forecast anticipates that adequate funds will be available in the 12 months from the date of these financial statements being signed to enable the charity to continue to fulfil its obligations.

In making this assessment, the Trustee has considered the current inflationary pressures on the financial position, including future income levels, planned expenditure and the liquidity of the charity over the next 12-month period. The assessment helps to provide assurances that the charity can continue to keep operating over the next 12-month period from these financial statements being signed. For this reason, the Trustee continues to adopt a going concern basis for the preparation of the financial statements.

(c) Key management judgements and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of decisions about carrying values of assets and liabilities that are not readily apparent from other sources. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. Management do not consider there to be any material revisions requiring disclosure.

In preparing the financial statements, management has made the following key judgements: useful economic life of fixed assets and the recovery of debts.

(d) Statement of Cash Flows

As per section 14.1 of the Charities SORP the charity is not required to produce a statement of cash flows on the grounds that it is a qualifying entity.

A Statement of Cash Flows is included within the City's Estate Annual Report and Financial Statements 2024 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

All income is included in the Statements of Financial Activities (SOFA) when the charity is legally entitled to the income; it is more likely than not that economic benefit associated with the transaction will come to the charity and the amount can be quantified with reasonable certainty. Income consists of donations, charges for services and use of facilities, contributions, grants (including government grants), investment income, interest, sales and rental income.

The City of London Corporation's City's Estate meets the deficit on running expenses of the charity and also provides funding for certain capital works. This income is considered due each year end once the deficit on running expenses and capital works funding has been confirmed, and is recognised in the SOFA at this point.

(f) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under the principal categories of 'expenditure on raising funds' and 'expenditure on charitable activities'. Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Governance costs include the costs of governance arrangements which relate to the general running of the charity as opposed to the direct management of functions inherent in the activities undertaken. These include the costs associated with constitutional and statutory requirements such as the cost of Trustee meetings.

Support costs (including governance costs) include activities undertaken by the City Corporation on behalf of the charity, such as human resources, digital services, legal support, accounting services, committee administration, public relations and premises costs. These costs are recharged, and the basis of the cost allocation is set out in note 7.

The Trustee, the City Corporation, accounts centrally for all payroll related deductions. As a result, the charity accounts for all such sums due as having been paid.

(g) Pension costs

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefit scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation

as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Estate and Bridge House Estates) or the trusts it supports.

The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £49.9m as at 31 March 2024 (£142.6m as at 31 March 2023). Since any net deficit is apportioned between the financial statements of the City of London's three main funds, the charity's Trustee does not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in these financial statements.

Barnett Waddingham, an independent actuary, carried out the latest triennial actuarial assessment of the scheme as at 31 March 2022, using the projected unit method. The 31 March 2022 valuation was carried out in 2022/23 and has set the contribution rates for the period 01 April 2023 to 31 March 2026 at 21%. Contribution rates adopted for the financial years 2020/21, 2021/22 and 2022/23 had been set at 21%.

(h) Taxation

The charity meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

(i) Fixed Assets

Heritage Land and Associated Buildings

Epping Forest comprises 2,485 hectares (6,142 acres) of land stretching 12 miles from Manor Park in East London to just north of Epping in Essex, together with associated buildings. The object of the charity is the preservation of Epping Forest in perpetuity as an Open Space for the recreation and enjoyment of the public. Epping Forest is considered to be inalienable (i.e. may not be disposed of without specific statutory powers).

Land and the original associated buildings are considered to be heritage assets. In respect of the original land and buildings, cost or valuation amounts are not included in these financial statements as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

Additions to the original land and capital expenditure on buildings and other assets would be included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured. Heritage assets are reviewed annually for indicators of impairment and adjusted accordingly if required.

Tangible fixed assets

Assets that are capable of being used for more than one year and have a cost greater than £50,000 are capitalised. Such assets are stated at cost less accumulated depreciation and

accumulated impairment losses. Depreciation is charged on a straight-line basis, in order to write off each asset over its estimated useful life as follows. Land is not depreciated.

	Years
Operational buildings	30 to 50
Improvements and refurbishments to buildings	up to 30
Equipment	5 to 25
Infrastructure	up to 20
Heavy vehicles and plant	up to 10

(j) Investments

Investments are made in the City of London Charities Pool (charity number 1021138) which is an investment mechanism operating in a similar way to a unit trust. This enables the City of London Corporation to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

Investments are valued at bid-price. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities.

(k) Stocks

Stocks are valued at the lower of cost or net realisable value. All stocks are finished goods and are held for resale as part of the charity operation.

(l) Cash

Cash and cash equivalents include cash in hand, overdrafts (if any) and short term deposits and other instruments held as part of the Corporation’s treasury management activities with original maturities of three months or less.

(m) Funds structure

Income, expenditure and gains/losses are allocated to particular funds according to their purpose:

Restricted funds – These include income that is subject to specific restrictions imposed by donors, with related expenditure deducted when incurred.

Unrestricted funds – these funds can be used in accordance with the charitable object at the discretion of the Trustee and include income generated by assets held representing unrestricted funds. Specifically, this represents any surplus of income over expenditure for the charity which is carried forward to meet the requirements of future years, known as free reserves.

Designated funds – these are funds set aside by the Trustee out of unrestricted funds for a specific purpose.

(n) Insurance

The City Corporation's elected Members and City Corporation staff supporting the charity's administration are covered by the City Corporation's insurance liability policies, and otherwise under the indemnity the City Corporation provides to Members and staff, funded from City's Estate.

2. INCOME FROM VOLUNTARY ACTIVITIES

	Unrestricted funds	Restricted funds	Total 2023/24	Unrestricted funds	Restricted funds	Total 2022/23
	£	£	£	£	£	£
Grants and contributions	189,033	721,293	910,326	523,293	255,654	778,947
Donations and legacies	2,320	150	2,470	39,178	60	39,238
Total	191,353	721,443	912,796	562,471	255,714	818,185

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2023/24	Unrestricted funds 2022/23
	£	£
Charges for use of facilities	1,259,752	1,845,995
Sales	147,894	145,405
Rental income	489,376	488,724
Total	1,897,022	2,480,124

4. INCOME FROM THE CITY OF LONDON CORPORATION

	Unrestricted funds 2023/24	Unrestricted funds 2022/23
	£	£
Revenue and capital grants from City of London Corporation	6,572,696	4,878,582

5. INCOME FROM INVESTMENTS

	Unrestricted funds 2023/24 £	Unrestricted funds 2022/23 £
Interest	36,378	11,212

Income for the year included:

Grants and contributions – being amounts received from organisations and grant bodies towards programmes operated by the charity including contributions from local authorities relating to Strategic Access Management and Monitoring Strategy monies (SAMMS).

Donations – being amounts received from the public through donation boxes at the Temple and at the View as well as via a donations page on the Epping Forest webpage, inviting and enabling the public to make on-line donations to either the Epping Forest Common Toad Conservation Project or the Epping Forest New Sculptures and Trail campaign. Donations income also refers to income generated from sponsorship.

Grants from the City of London Corporation – being the amount received from the City of London Corporation's City's Estate to meet the deficit on running expenses of the charity, alongside funding for capital purchases.

Investment income – being the amount received from the Charities Pool and interest receivable on cash balances held on behalf of the charity.

Charitable activities – being amounts generated from the sales of leaflets, books, maps cards and other publications relating to Epping Forest; charges made to the public for the use of facilities, admissions and services and from rental income.

6. EXPENDITURE

Expenditure on charitable activities

	Direct costs £	Support costs £	Total 2023/24 £	Direct costs £	Support costs £	Total 2022/23 £
Preservation of Epping Forest	<u>6,470,418</u>	<u>1,882,453</u>	<u>8,352,871</u>	<u>6,137,313</u>	<u>1,463,823</u>	<u>7,601,136</u>

Charitable activity

Expenditure on charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred in the running of Epping Forest.

Auditor's remuneration and fees for other services

Crowe U.K. LLP are the auditors of the City of London's City's Estate Fund and provide assurance services to all of the different charities of which it is Trustee. In 2023/24, an audit fee of £6,930 was recharged (2022/23: £5,500). No other services were provided to the charity by its auditors during the year (2022/23: £nil).

7. SUPPORT COSTS

Support costs include activities undertaken by the City of London Corporation on behalf of the charity, such as human resources, digital services, legal support, accounting services, committee administration and premises costs. Such costs are determined on a departmental basis, and are allocated on a cost recovery basis to the charity based on time spent, with associated office accommodation charged proportionately to the space occupied by the respective activities, with the split of costs as follows:

	Charitable activities £	Governance £	2023/24 £	2022/23 £
Department:				
Chamberlain	204,973	-	204,973	175,703
Comptroller & City Solicitor	14,823	-	14,823	30,698
Town Clerk	-	187,937	187,937	151,410
City Surveyor	387,444	-	387,444	336,134
Natural Environment directorate	627,837	-	627,837	536,894
Other governance & support costs	77,541	6,930	84,471	88,824
Digital Services	374,968	-	374,968	144,160
Sub-total	1,687,586	194,867	1,882,453	1,463,823
Reallocation of governance costs	194,867	(194,867)	-	-
Total support costs	1,882,453	-	1,882,453	1,463,823

All support costs are undertaken from unrestricted funds. Governance costs are allocated based on a proportion of officer time spent on the administration of Trustee and Committee related meetings.

8. DETAILS OF STAFF COSTS

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 62 (2022/23: 67).

Amounts paid in respect of employees directly undertaking activities on behalf of the charity were as follows:

	2023/24	2022/23
	£	£
Salaries and wages	2,398,648	2,274,886
National Insurance costs	233,227	229,211
Employer's pension contributions	439,225	448,193
Total emoluments of employees	3,071,100	2,952,290

The number of directly charged employees whose emoluments (excluding employer's pension contribution and national insurance contribution) for the year were over £60,000 was 2.0 (2022/23: 1.0).

	2023/24	2022/23
£60,000 - £69,999	1.0	-
£70,000 - £79,999	-	1.0
£80,000 - £89,999	-	-
£90,000 - £99,999	-	-
£100,000 - £109,999	-	-
£110,000 - £119,999	-	-
£120,000 - £129,999	-	-
£130,000 - £139,999	-	-
£140,000 - £149,999	1.0	-
	2.0	1.0

Remuneration of Key Management Personnel

The charity considers its key management personnel to comprise the Members of the City of London Corporation, acting collectively for the City Corporation in its capacity as the Trustee, and the Director of Natural Environment who manages the seven open spaces for which the City of London Corporation is a charity trustee. A proportion of the Directors' employment benefits are allocated to this charity.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The amount of employee benefits received by key management personnel totalled £44,025 (2022/23: £87,357). No Members received any remuneration for acting on behalf of the Trustee, with directly incurred expenses reimbursed, if claimed. No expenses were claimed in 2023/24 (2022/23: nil).

9. HERITAGE ASSETS

	2020 £	2021 £	2022 £	2023	2024
Cost					
At 1 April	388,382	388,382	388,382	388,382	388,382
At 31 March	388,382	388,382	388,382	388,382	388,382
Depreciation					
At 1 April	6,589	7,550	8,510	9,471	10,432
Charge for the year	961	960	961	961	960
At 31 March	7,550	8,510	9,471	10,432	11,392
Net book value					
At 31 March	380,832	379,872	378,911	377,950	376,990
At 31 March	381,793	380,832	379,872	378,911	377,950

Since 1878 the primary purpose of the charity has been the preservation of Epping Forest for the recreation and enjoyment of the public. As set out in Note 1(i), the original heritage land and buildings are not recognised in the Financial Statements. Policies for the preservation and management of Epping Forest are contained in the Epping Forest Conservation Management Plan. Records of heritage assets owned and maintained by Epping Forest can be obtained from the Director of Natural Environment at the principal address as stated on page 35.

10. TANGIBLE FIXED ASSETS

	Land and Buildings £	Infrastructure £	Vehicles and Plant £	Equipment £	Total £
Cost					
At 1 April 2023	3,942,370	4,486,964	358,578	409,738	9,197,650
Additions	-	385,756	458,716	-	844,472
At 31 March 2024	3,942,370	4,872,720	817,294	409,738	10,042,122
Depreciation					
At 1 April 2023	2,059,338	1,976,349	183,567	358,852	4,578,106
Charge for the year	181,383	230,923	36,515	8,755	457,576
At 31 March 2024	2,240,721	2,207,272	220,082	367,607	5,035,682
Net book value					
At 31 March 2024	1,701,649	2,665,448	597,212	42,131	5,006,440
At 31 March 2023	1,883,032	2,510,615	175,011	50,886	4,619,544

11. FIXED ASSET INVESTMENTS

The investments are held in the City of London Corporation Charities Pool, a charity registered in the UK with the Charity Commission (charity number 1021138). The Charities Pool is a UK registered unit trust.

The value of investments held by the charity are as follows:

	2024 £	2023 £
Market value 1 April	3,966	4,058
Gain/(loss) for the year	389	(92)
Market value 31 March	4,355	3,966
Cost 31 March	438	438
Units held in Charities Pool	438	438

The geographical spread of listed investments as at 31 March 2024 was as follows:

	Held		Total at 31	Held		Total at 31
	Held in the	outside the	March	Held in the	outside the	March 2023
	UK	UK	2024	UK	UK	March 2023
	£	£	£	£	£	£
Equities	3,665	477	4,142	3,218	540	3,758
Pooled Units	162	-	162	130	-	130
Cash held by Fund Manager	51	-	51	78	-	78
Total	3,878	477	4,355	3,426	540	3,966

12. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

	2024 £	2023 £
Rental debtors	35,842	33,220
Prepayments and accrued income	36,784	34,924
Recoverable VAT	151,354	126,115
Other debtors	633,199	337,734
Total	857,179	531,993

13. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	206,595	248,097
Accruals	383,033	263,142
Deferred income	91,917	76,037
Other creditors	87,816	56,404
Total	769,361	643,680

Deferred income relates to rental income received in advance for periods after the year-end.

	2024	2023
	£	£
Deferred income analysis within creditors:		
Balance at 1 April	76,037	123,899
Amounts released to income	(76,037)	(123,899)
Amounts deferred in the year	91,917	76,037
Balance at 31 March	91,917	76,037

14. CREDITORS – AMOUNTS DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Sundry deposits	<u>63,013</u>	<u>62,085</u>

Sundry deposits relate to rent deposits held on behalf of tenants.

15. ANALYSIS OF NET ASSETS BY FUND

At 31 March 2024

	Unrestricted Income Funds				
	General Funds	Designated Funds	Restricted Funds	Total at 31 March 2024	Total at 31 March 2023
	£	£	£	£	£
Heritage Assets	-	376,990	-	376,990	377,950
Tangible Assets	-	5,006,440	-	5,006,440	4,619,542
Investments	4,355	-	-	4,355	3,966
Current Assets	1,360,203	1,151,409	884,726	3,396,338	2,589,644
Current Liabilities	(751,764)	(17,597)	-	(769,361)	(643,680)
Non-Current Liabilities	(63,013)	-	-	(63,013)	(62,085)
Total	549,781	6,517,242	884,726	7,951,749	6,885,337

At 31 March 2023

	Unrestricted Income Funds				
	General Funds	Designated Funds	Restricted Funds	Total at 31 March 2023	Total at 31 March 2022
	£	£	£	£	£
Heritage Assets	-	377,950	-	377,950	378,911
Tangible Assets	-	4,619,542	-	4,619,542	4,849,752
Investments	-	3,966	-	3,966	4,058
Current Assets	711,874	1,625,838	251,932	2,589,644	1,899,448
Current Liabilities	(643,680)	-	-	(643,680)	(769,946)
Non-Current Liabilities	(62,085)	-	-	(62,085)	(63,760)
Total	6,109	6,627,296	251,932	6,885,337	6,298,463

16. MOVEMENT IN FUNDS

At 31 March 2024	Total as at 1 April 2023 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2024 £
Restricted funds:						
Campaign Donations	785	150	-	-	-	935
Countryside Stewardship Scheme	251,147	296,394	(88,649)	-	-	458,892
Strategic Access Management and Monitoring Strategy (SAMMS)	-	424,899	-	-	-	424,899
Total restricted funds	251,932	721,443	(88,649)	-	-	884,726
Unrestricted funds:						
General funds	6,109	7,719,222	(7,719,223)	389	543,284	549,781
Designated funds:						
Tangible fixed assets	4,619,544	841,916	(457,576)	-	-	5,003,884
Heritage assets	377,950	-	(960)	-	-	376,990
Capital Fund	795,162	99,000	(63,817)	-	-	830,345
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	-	(1,140)	-	-	3,911
Cattle purchase fund	152,788	37,311	(21,506)	-	-	168,593
Wanstead Park/Flats future projects fund	100,000	-	-	-	-	100,000
South Lodge The Warren	496,800	-	-	-	(496,800)	-
Ancient Trees Maintenance	15,000	-	-	-	-	15,000
Total designated funds	6,627,298	978,227	(544,999)	-	(543,284)	6,517,242
Total unrestricted funds	6,633,407	8,697,449	(8,264,222)	389	-	7,067,023
Total funds	6,885,339	9,418,892	(8,352,871)	389	-	7,951,749

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2023 £
Restricted funds:						
Campaign Donations	725	60	-	-	-	785
Countryside Stewardship Scheme	126,081	207,654	(82,588)	-	-	251,147
Wanstead Park Wetlands Project Funding from Greater London Authority (GLA)	-	38,000	(38,000)	-	-	-
Heritage of London Trust Funding for Phase One Landing Stage Works at The Grotto	-	10,000	(10,000)	-	-	-
Total restricted funds	126,806	255,714	(130,588)	-	-	251,932
Unrestricted funds:						
General funds	-	7,289,843	(6,987,561)	-	(296,173)	6,109
Designated funds:						
Tangible fixed assets	4,849,752	199,894	(430,102)	-	-	4,619,544
Heritage assets	378,911	-	(961)	-	-	377,950
Capital Fund	418,483	427,652	(50,973)	-	-	795,162
Sports ground deposit	4,153	-	-	(92)	-	4,061
Golf course machinery fund	57,717	-	-	-	(45,000)	12,717
Knighton Wood maintenance	5,801	-	-	-	-	5,801
Branching Out project	42,423	-	-	-	-	42,423
Future green infrastructure fund	6,002	-	(951)	-	-	5,051
Cattle purchase fund	107,765	-	-	-	45,023	152,788
Wanstead Park/Flats future projects fund	100,000	-	-	-	-	100,000
South Lodge The Warren	200,650	-	-	-	296,150	496,800
Ancient Trees Maintenance	-	15,000	-	-	-	15,000
Total designated funds	6,171,657	642,546	(482,987)	(92)	296,173	6,627,298
Total unrestricted funds	6,171,657	7,932,389	(7,470,548)	(92)	-	6,633,407
Total funds	6,298,463	8,188,103	(7,601,136)	(92)	-	6,885,339

Purposes of restricted funds

Restricted funds are held for the following purposes:

- i. *Campaign Donations* - donations can be made on the Epping Forest webpage, to either the Epping Forest Common Toad Conservation Project or the Epping Forest New Sculptures and Trail campaign. In total, £150 was received in restricted donations during the year (2022/23: £60) which is restricted income for 'Campaign Donations'.
- ii. *Countryside Stewardship Scheme* – 10 year grant funding from the Rural Payment Agency towards a specific programme administered by the charity providing financial incentives for farmers, woodland owners, foresters and land managers to look after and improve the environment. At 31 March 2024, £458,892 was held in a restricted fund for the Countryside Stewardship Scheme (2022/23: £251,147).
- iii. *Strategic Access Management and Monitoring Strategy (SAMMS)* – relates to unspent contributions received from local authorities which are available to be spent in future financial years to help mitigate the impact of future developments around Epping Forest. As at 31 March 2024, a restricted fund of £424,899 was held for this purpose (2022/23: £0).

Purposes of designated funds

Designated funds have been set aside by the Trustee for the following purposes:

- i. *Fixed Assets* – these are included at historic cost less depreciation on a straight line basis to write off their costs over their estimated useful lives and less any provision for impairment. At 31 March 2024, the net book value of fixed assets relating to direct charitable purposes amounted to £5,003,884 (2022/23: £4,619,544).
- ii. *Heritage Assets* – additions to land and capital expenditure on buildings and other assets are included as fixed assets at historic cost, less provision for depreciation and any impairment. The net book value of heritage assets to direct charitable purposes at 31 March 2024 was £376,990 (2022/23: £377,950).
- iii. *Capital Fund* - the Epping Forest Capital Fund was established under the Epping Forest and Open Spaces Act 1878. The fund finances the purchase, construction, or repair of Forest buildings and can also be used to purchase further charitable land. The fund is comprised of income from the sale of buildings and by any contribution the City of London Corporation may wish to make to the fund. Property receipts of £99,000 (2022/23: £427,652) were received in 2023/24 relating to a deed of grant easement for Monkams Cottage, Aimes Green. Expenditure for 2023/24 amounted to £63,817 (2022/23: £50,973) relating to the Baldwins & Birch Hall Park Ponds project.
- iv. *Golf course machinery fund* – the purpose of this fund is to provide for the future replacement of plant and equipment at Chingford Golf Course. At 31 March 2024, the fund balance relating to the Golf course machinery fund amounted to £12,717 (2022/23: £12,717).
- v. *Knighton Wood maintenance* - a gift was made in 1930 to be spent on maintaining the beauty of Knighton Wood. The unused balance of the fund was invested in 1931 for future use. Charity Pool units relating to E.N. Buxton Knighton Wood were sold in 2016/17. It is anticipated that the balance of £5,801 will be spent in 2024/25.
- vi. *Future green infrastructure fund* - The Green Arc Partnership takes a strategic view of future 'green' infrastructure, principally the provision of further public open space in London's peri-urban fringe and metropolitan green belt. The City of London as the

lead authority holds the funding and meets expenditure when required. Expenditure amounted to £1,140 in 2023/24 (2022/23: £951).

- vii. *Cattle purchase fund* - The purpose of this fund is to provide for the future purchase of cattle. Surplus net income of £15,805 from sale of livestock and produce was transferred into the fund as at 31 March 2024 (2022/23: £45,023) to fund future herd expansion at Epping Forest
- viii. *Wanstead Park/Flats future projects fund* - the City of London Corporation received a payment of £195,000 as a fee-in-lieu-of-rent in compensation for the temporary use of part of Wanstead Flats for 90 days spanning the 2012 Olympic and Paralympic Games. No expenditure was incurred during the accounting period. The balance of £100,000 will be used for future projects at Wanstead Park and Wanstead Flats.
- ix. *Ancient Trees Maintenance* – a designated fund was established in 2022/23 for the purpose of funding the maintenance of ancient trees at Epping Forest. A £15k contribution was received from the Lord Mayor during 2022/23 to support this purpose.

17. RELATED PARTY TRANSACTIONS

The City Corporation is the sole Trustee of the charity, as described on page 2. The City Corporation provides various services to the charity, the costs of which are recharged to the charity. This includes the provision of banking services, charging all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is included within expenditure, as set out in note 7.

The charity is consolidated within the accounts of City's Estate, a fund of the City of London Corporation (the City Corporation, the corporate trustee of the charity), by virtue of the deemed control arising from the provision of the shortfall between the charity's income and expenditure by City's Estate, whose place of business is Guildhall, London EC2P 2EJ. The principal purpose of City's Estate is to manage its investments in properties, stocks and shares to provide returns which allows the City Corporation to use the income for the provision of services that are of importance to the City and Greater London as well as nationally and internationally, and to maintain the asset base so that income will be available to fund services for the benefit of future generations. The financial statements of City's Estate can be obtained from the address provided above.

The charity is required to disclose information on related party transactions with bodies or individuals that have the potential to control or influence the charity. Members are required to disclose their interests, and these can be viewed online at www.cityoflondon.gov.uk.

Members and senior staff are requested to disclose all related party transactions, including instances where their close family has made such transactions.

Figures in brackets represent the amounts due at the balance sheet date. Other figures represent the value of the transactions during the year.

Related party	Connected party	2023/24 £	2022/23 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	6,572,696 (nil)	4,878,582 (nil)	The City of London Corporation's City's Estate meets the deficit on running expenses of the charity
		1,882,453 (nil)	1,463,823 (nil)	Administrative services provided for the charity
		36,378 (nil)	11,212 (nil)	Distribution from the Charities Pool

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAME: Epping Forest

Registered charity number: 232990

PRINCIPAL OFFICE OF THE CHARITY & THE CITY CORPORATION:

Guildhall, London, EC2P 2EJ

TRUSTEE:

The Mayor and Commonalty & Citizens of the City of London

SENIOR MANAGEMENT:

Chief Executive

Ian Thomas CBE – The Town Clerk and Chief Executive of the City of London Corporation

Treasurer

Caroline Al-Beyerty - The Chamberlain & Chief Financial Officer of the City of London Corporation

Solicitor

Michael Cogher - The Comptroller and City Solicitor of the City of London Corporation

Environment Department

Katie Stewart – Executive Director of Environment

Emily Brennan – Director of Natural Environment

AUDITORS:

Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

BANKERS:

Lloyds Bank Plc., P.O.Box 1000, BX1 1LT

INVESTMENT ADVISORS:

Artemis Investment Management Limited, Cassini House, 57 St. James's Street, London, SW1A 1LD

Contact for The Chamberlain & Chief Financial Officer, to request copies of governance documents & of the Annual Report of City's Estate:

CHBOffice-BusinessSupport@cityoflondon.gov.uk

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City of London Corporation Committee Report

Committee(s): Epping Forest and Commons Committee	Dated: 23.01.2025
Subject: Summary of media coverage for Epping Forest and The Commons (2024)	Public report: For Information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of:	Dionne Corradine, Chief Strategy Officer
Report author:	Joseph Smith Media Officer

Summary

This report gives a summary of media coverage for Epping Forest and The Commons (EF&C), achieved by the corporate Media Team, for the period January to December 2024, as well as a forward look for 2025.

Recommendation(s)

Members are asked to:

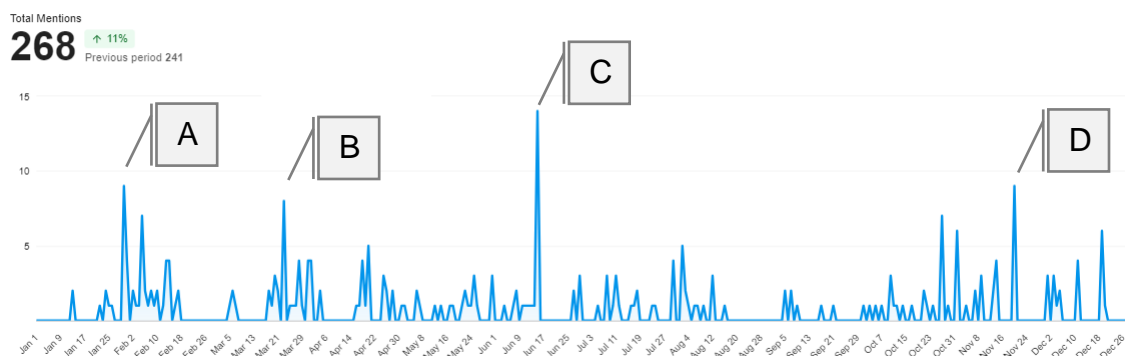
- Note the report.

Main Report

Background

1. The City Corporation's corporate Media Team sits within the Town Clerk and Chief Executive's department.
2. It is this team's role to secure positive media coverage of the City of London Corporation and its services; promote policy decisions agreed by elected Members at Committee; manage any reputational risks in the media; and handle media on-site at significant events and activities.
3. As part of this, the Media Team works to support the strategies and business plans of EF&C. A total of 16 EF&C-specific press releases (see Appendix 1) were issued between January and December 2024. Whilst these were focussed purely on policies and projects relating to EF&C only, the Media Team also issued several other releases mentioning these sites in relation to the City Corporation's Climate Action and Natural Environment divisions.
4. The Media Team generated 268 mentions of Epping Forest and/or The Commons – an increase in 11% from the previous period. This includes a combination of 253 print and online news items, and 15 television and radio items. Key outlets for coverage included *BBC News* (both TV and Radio for London and Essex), *TimeOut*, and *The Standard*.

Mentions Trend



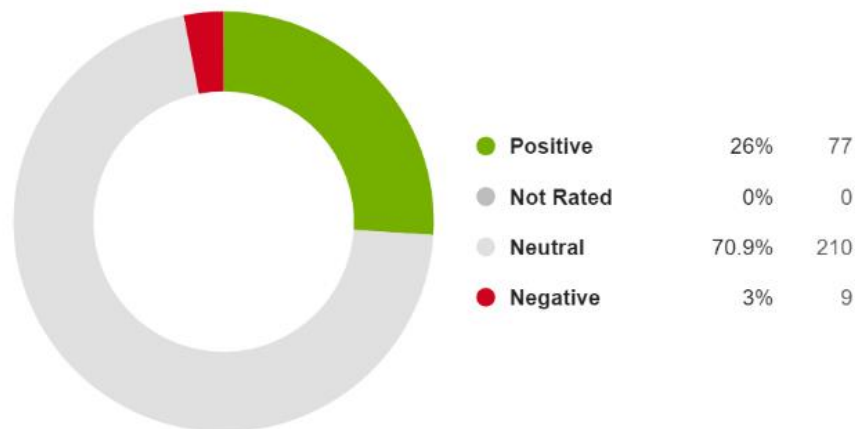
An overview of overall mention activity across all news platforms.

5. During the course of the year, there were three distinct spikes in coverage. These were the findings of the Natural Capital Baseline Report (A); the skylark protection measures on Wanstead Flats (B), and the reintroduction of Bell heather to part of Epping Forest (D). The spike in engagement, seen at point C marks a *Financial Times Weekend Magazine* long-read on the role and uniqueness of the City of London Corporation¹. Several steps were taken to ensure a positive outcome from the piece, ensuring that the increasingly important role of the City Corporation's open spaces.

Sentiment analysis

¹ <https://www.ft.com/content/2b96763f-5cb2-475b-b20c-7c2d0205074a>

6. The below illustration shows that overall sentiment of coverage remains largely positive with a very small percentage of negative stories and a majority being classed as 'neutral'.



Summary of media coverage – January to December 2024

7. In February 2024, the City Corporation's Natural Environment Division launched a new set of strategies along with the Natural Capital report, which calculated the value of the benefits that all City Corporation-owned open spaces deliver to the public.
8. Following the Media Team's proactive campaign which encompassed all open spaces, there was significant national, international², and London and Essex-wide coverage for EF&C including: *BBC Radio London*, *BBC Essex*³, the *Evening Standard*⁴, *Evening Standard Podcast*⁵ and *Time Out*⁶, as well as leading UK trade magazines *Horticulture Week (£)*⁷ and *ProLandscape*⁸. Journalists were invited to the launch event at Guildhall taking up on interview opportunities and a video was produced for the City Corporations corporate YouTube channel.⁹
9. In March, the Media Team issued a press release urging visitors to stay out of cordoned off areas of Wanstead Park to protect its nesting skylark population. Following a pro-active pitch, the Chairman of the Committee was interviewed

² *Yahoo!* Titles across the USA, Singapore and Canada.

³ <https://www.bbc.co.uk/news/uk-england-essex-68188536>

⁴ <https://www.standard.co.uk/news/london/epping-forest-hampstead-heath-london-value-green-spaces-b1135864.html>

⁵ [from 11min] <https://player.fm/series/the-standard/train-strikes-tube-fare-cuts-londons-ps8-billion-lungs>

⁶ <https://www.timeout.com/london/news/londons-most-valuable-green-spaces-have-been-revealed-013124>

⁷ <https://www.hortweek.com/epping-forest-valued-19-billion-society/arboriculture/article/1860152>

⁸ <https://www.prolandscapermagazine.com/englands-iconic-southern-spaces-worth-billions-to-society-says-new-report/>

⁹ <https://www.youtube.com/watch?v=LOxi25IRCMo>

on site by *BBC Radio London* with a supporting written piece online¹⁰.

10. March also saw coverage of the City Corporation's annual message to protect native bluebells across areas of Epping Forest. This story was picked up by several trade and local press outlets including *Horticulture Week* (£)¹¹, *MyLondon*¹², *London Reviews*¹³, *MyLondon*¹⁴, *Epping Forest Guardian*¹⁵, and *InYourArea*¹⁶.
11. In July, Epping Forest staff took part in a multi-agency training exercise on Wanstead Flats with Thames Water and the London Fire Brigade which simulated a wildfire. Working with these agencies, the Media Team took the opportunity to remind visitors take extra precautions in hot weather, following the warmest May and spring on record. The Chairman was interviewed by *BBC London* (TV) and *ITV News London* (TV), reaching an estimated 8.7m broadcast viewers.
12. In July, targeted news releases were issued to local media outlets on another successful year of Green Flag Award wins. This was most noticeable for The Commons, appearing in both Sutton and Croydon *Guardian*¹⁷, *London Reviews*¹⁸, *Epping Forest Guardian*¹⁹, *City Matters*²⁰, *Epsom and Ewell Talking Newspaper*²¹ and *This Is Local London*²².
13. Towards the end of the year, the Epping Forest team was involved in a project to reintroduce Bell heather back to some parts of the site . This attracted the attention of BBC news which carried a feature on the evening news (also available on *BBC Sounds*²³) as well as an online article²⁴. The release was issued by the Essex Wildlife Trust and the Chairman of the Committee was quoted.

¹⁰ <https://www.bbc.co.uk/news/uk-england-london-68626457>

¹¹ <https://www.hortweek.com/epping-forest-urges-visitors-avoid-trampling-bluebells/parks-and-gardens/article/1866638>

¹² <https://www.mylondon.news/whats-on/whats-on-news/spectacular-woodland-edge-london-thats-28888082>

¹³ <https://londonreviews.co.uk/visitors-urged-to-help-protect-native-bluebells/>

¹⁴ <https://www.mylondon.news/whats-on/whats-on-news/spectacular-woodland-edge-london-thats-28888082>

¹⁵ <https://www.guardian-series.co.uk/news/24184434.ben-murphy-impact-climate-change-epping-forest/>

¹⁶ <https://www.inyourarea.co.uk/news/warning-woodland-walkers-photographers-visiting-epping-forest>

¹⁷ <https://www.yourlocalguardian.co.uk/news/24490811.four-parks-croydon-win-prestigious-green-flag-award/>

¹⁸ <https://londonreviews.co.uk/ashtead-common-celebrates-prestigious-green-flag-win/>

¹⁹ <https://www.guardian-series.co.uk/news/24477231.ben-murphy-epping-forest-green-flag-award-fire-safety/>

²⁰ <https://www.citymatters.london/chris-hayward-on-green-spaces/>

²¹ <https://eetn.org.uk/local-news-week-of-8th-august-2024/>

²² <https://www.thisislocallondon.co.uk/news/24490811.four-parks-croydon-win-prestigious-green-flag-award/>

²³ <https://www.bbc.co.uk/programmes/p0k1r7tt>

²⁴ <https://www.bbc.co.uk/news/articles/cwy4pq63qpgo>

Social media highlights

14. The Media Team is also responsible for the City Corporation’s corporate social media channels²⁵. These are separate to the satellite social media channels for specific open spaces, including EF&C, which are run by local open spaces teams. The corporate social media profiles are used to amplify press releases, run high-level campaigns, and carry corporate key messages.
15. When evaluating EF&C content on the corporate social media channels, LinkedIn and Facebook are the most popular in terms of engagement. Engagement refers to the collective number of reactions, comments, shares, clicks and impressions.
16. In total, the number of EF&C social media posts in 2024 (posted by the Corporate Media Team) was 65 with 3.63k post engagements. This means the number of times a user engaged with the post by liking, sharing, commenting or clicking. The total number of impressions was 92.5k, meaning the total number of times a post appeared on someone’s screen.
17. The top posts on LinkedIn and Facebook were on the Green Flag Award results, the World Urban Parks Legacy Award and the collaborative post with LFB and TW on the training exercise on Wanstead Flats.
18. On Instagram, the top posts were on the new species of mushroom discovered at Burnham Beeches and the appointment of the first female superintendent to Epping Forest.
19. On X (formerly Twitter) the top posts in terms of engagement were the posts on pollarded trees for National Tree Week, and the Green Flag Awards.

Regular columns

20. It is worth noting that the Chairman’s monthly column includes project updates and key information in the local *Epping Forest Guardian*, reaching an estimated 11k readers across print and online platforms. These columns are amplified on social media and on the City Corporation’s website. Content is also provided to hyperlocal outlets including the Wanstead Village Directory.

Forward look

Date / 2025	Topic
TBC	Farthing Downs inclusion in Surrey Hills Area of Outstanding Natural Beauty – consultation currently underway

²⁵ <https://www.cityoflondon.gov.uk/footer/social-media>

TBC	Carbon Removals Project to install several Leaky dams across Epping Forest to enhance resilience against drought and protect sequestration rates
TBC	National broadcast coverage on BBC following an interview with the Chairman and Head of Conversation regarding ancient trees – social media collaboration
January	Joint press release in collaboration with Thames 21 on a project to install a floating reedbed in Wanstead Park.
January	Joint press release in collaboration with Epping Forest District Council on the successful safer streets funding to reduce fly-tipping across the District
February	Epping Forest Ranger Golden Jubilee celebrations including 50 for 50 volunteering campaign.
February	National Apprenticeship Week – media and social media opportunity.
March	Warning against the risk of damaging Bluebells across Epping Forest – also applies to other open spaces.
March	Awareness on the protection of Skylarks on Wanstead Flats during ground-nesting bird season.
April	Launch of new Brambley Hedge walking trail near Chingford Visitors Centre.
June	Arborist appreciation day – social media opportunity and potential broadcast opportunity.
July	TBC joint emergency response exercise on Wanstead Flats with London Fire Brigade and Thames Water.
July	Green Flag Award wins across all EF&C sites.
October	Warning against Fungi foraging across City Corporation’s open spaces. Bespoke release for Epping Forest and Commons.
November 2025	National Tree Week – social media opportunity and potential broadcast media opportunity.

Conclusion

21. The City Corporation's proactive and strategic media engagement throughout 2024 has supported the strategies and business plans of Epping Forest and The Commons. With notable spikes in coverage around key stories, the Media Team has effectively supported the promotion of conservation efforts, policy updates, and public awareness campaigns.
22. Looking ahead to 2025, planned initiatives and collaborations aim to further enhance public engagement and reinforce the City Corporation’s commitment to preserving these vital open spaces for future generations.

Appendices

- Appendix 1 – list of all EF&C press releases

Report author

Joseph Smith

Media Officer – Town Clerk & Chief Executive's Department

E: joseph.smith@cityoflondon.co.uk

Appendix 1

1. 30 January - London and southeast England's most iconic open spaces are worth billions to society - <https://news.cityoflondon.gov.uk/london-and-southeast-englands-most-iconic-open-spaces-are-worth-billions-to-society/>
2. 2 February - New report: Epping Forest valued at £1.9 billion to society - <https://news.cityoflondon.gov.uk/new-report-epping-forest-valued-at-19-billion-to-society/>
3. 9 February - New report: Network of Commons worth millions to society - <https://news.cityoflondon.gov.uk/new-report-network-of-commons-worth-millions-to-society/>
4. 18 March - Epping Forest visitors urged to help protect skylarks on Wanstead Flats - <https://news.cityoflondon.gov.uk/epping-forest-visitors-urged-to-help-protect-skylarks-on-wanstead-flats/>
5. 26 March - Epping Forest: Visitors urged to help protect native bluebells - <https://news.cityoflondon.gov.uk/epping-forest-visitors-urged-to-help-protect-native-bluebells/>
6. 21 May - City of London Corporation appoints new Executive Director for Environment - <https://news.cityoflondon.gov.uk/city-of-london-corporation-appoints-new-executive-director-for-environment/>
7. 3 June - Volunteers hailed as the "lifeblood" of London's parks, gardens, and open spaces - <https://news.cityoflondon.gov.uk/volunteers-hailed-as-the-lifeblood-of-londons-parks-gardens-and-open-spaces/>
8. 12 July - London's open spaces chiefs urge visitors not to use barbeques or light fires - <https://news.cityoflondon.gov.uk/londons-open-spaces-chiefs-urge-visitors-not-to-use-barbeques-or-light-fires/>
9. 18 July - City Corporation takes home 15 Green Flag wins - <https://news.cityoflondon.gov.uk/city-corporation-takes-home-15-green-flag-wins/>
10. 18 July - Outdoor theatre returns to Wanstead Park this summer - <https://news.cityoflondon.gov.uk/outdoor-theatre-returns-to-wanstead-park-this-summer/>
11. 30 July - Epping Forest celebrates prestigious Green Flag win - <https://news.cityoflondon.gov.uk/epping-forest-celebrates-prestigious-green-flag-win/>
12. 30 July - Burnham Beeches celebrates prestigious Green Flag win - <https://news.cityoflondon.gov.uk/burnham-beeches-celebrates-prestigious->

[green-flag-win/](#)

13. 30 July - Ashted Common celebrates prestigious Green Flag win - <https://news.cityoflondon.gov.uk/ashted-common-celebrates-prestigious-green-flag-win/>
 14. 30 July - South London open spaces celebrate prestigious Green Flag award - <https://news.cityoflondon.gov.uk/south-london-open-spaces-celebrate-prestigious-green-flag-award/>
 15. 7 October - City Corporation takes home World Urban Parks Legacy Award for London - <https://news.cityoflondon.gov.uk/city-corporation-takes-home-world-urban-parks-legacy-award-for-london/>
 16. 13 November - Species of mushroom “new to science” discovered at Burnham Beeches - <https://news.cityoflondon.gov.uk/species-of-mushroom-new-to-science-discovered-at-burnham-beeches/>
-

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Committee(s)	Dated:
Epping Forest and Commons	23/01/2025
Subject: Budget Estimates 2025/26 – The Commons Charities	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 the funding source been agreed with the Chamberlain’s Department?	N/A
Report of: The Chamberlain Executive Director Environment	For Decision
Report Author: Clem Harcourt, Chamberlain’s Department	

Summary

This report presents for approval the revenue budgets for each of the individual Commons charities for 2025/26, for subsequent submission to Finance Committee.

The proposed revenue budget for 2025/26 for each individual charity is as follows:

- Burnham Beeches and Stoke Common – (£1.337m) net expenditure, an increase of (£269k) compared with the 2024/25 original budget of (£1.068m).
- West Wickham Common and Spring Park Wood and Coulsdon and Other Commons – (£2.052m) net expenditure, an increase of (£843k) compared with the 2024/25 original budget of (£1.209m).
- Ashtead Common – (£929k) net expenditure, an increase of (£371k) compared with the 2024/25 original budget of (£558k).

The proposed budget for 2025/26 for each charity has been prepared within the resource envelope allocated to each Chief Officer by Resource Allocation Sub-Committee, including an inflationary increase of 2%.

The resource envelope must be adhered to, as failure to do so will impact Finance Committee’s ability to set a balanced budget for the year ahead.

Members may also wish to note that unlike in previous years, two separate reports will now be submitted to your Committee requesting approval of revenue and capital budgets for 2025/26, one for Epping Forest charity and a separate report relating to the various Commons charities.

Recommendation

Members are asked to:

- i) note the latest revenue budget for each of the Commons charities for 2024/25;
- ii) review and approve the proposed revenue budget for 2025/26 for Burnham Beeches and Stoke Common charity for submission for approval by the Finance Committee;
- iii) review and approve the proposed revenue budget for 2025/26 for West Wickham Common and Spring Park Wood and Coulsdon and Other Commons charities for submission for approval by the Finance Committee;
- iv) review and approve the proposed revenue budget for 2025/26 for Ashtead Common charity for submission for approval by the Finance Committee; and
- v) agree that amendments for 2024/25 and 2025/26 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 Executive Director Environment.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes City Commons, Burnham Beeches and Stoke Common which are registered charities funded from City's Estate. The charities are run at no cost to the communities that they serve and are currently funded principally by the City, together with donations, sponsorship, grants and trading income.
2. In previous years, a single report has been presented to your Committee requesting approval of revenue and capital budgets for the forthcoming year comprising both Epping Forest and The Commons charities. For 2025/26, two separate reports will be presented with one report relating specifically to the individual Commons charities and a separate report covering Epping Forest charity. This report is therefore segregated into the following sections providing an opportunity for Members to review and scrutinise the budgets of each individual charity:
 - **Section A.** Burnham Beeches and Stoke Common (charity registration number: 232987)
 - **Section B.** West Wickham Common and Spring Park Wood and Coulsdon and Other Commons (charity registration numbers: 232988 and 232988-1)
 - **Section C.** Ashtead Common (charity registration number: 1051510).
3. This report sets out the latest budget for 2024/25 and the proposed revenue budget for 2025/26 for the individual Commons charities and under the control of the Executive Director Environment, analysed between:

- **Local Risk Budgets** - these are budgets deemed to be largely within the Chief Officer's control;
 - **Central Risk Budgets (including capital charges)** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties); and
 - **Recharges & Support Services** - these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
4. In the various tables, income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £30k) have been commented on and are referenced in the relevant tables in the appendices.
 5. For 2025/26, budgets include:
 - a 2% uplift for inflation as a cash limit to Chief Officers' budgets;
 - a clear distinction between local risk, central risk, and recharge budgets; and
 - responsibility for budgetary control placed on departmental Chief Officers.
 6. The resulting resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.
 7. The budget has been prepared within the resource envelope allocated to the Executive Director Environment, with the following assumption:
 - Support Services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2023/24 with the method of apportionment updated to reflect the latest up to date corporate information. However, the full budgets for these departments have not yet been finalised, so further changes to these budgets may be required. Members are asked to agree that the decision as to the changes required to these budgets are delegated to the Chamberlain in consultation with the Executive Director Environment.

A. Burnham Beeches and Stoke Common (charity registration number: 232987)

8. The overall proposed 2025/26 budget for Burnham Beeches and Stoke Common, which includes the Executive Director Environment’s relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor’s CWP and building repairs & maintenance budget is (£1.337m) net expenditure. This is an increase of (£269k) when compared with the 2024/25 original budget of (£1.068m) net expenditure.
9. The latest budget for 2024/25 and provisional original budget for 2025/26 for the charity is summarised in Table 1 below and further analysed by risk and Chief Officer in Appendix 1.

Table 1 – Burnham Beeches and Stoke Common	Original Budget (OR) 2024/25 £000	Latest Budget 2024/25 £000	Original Budget (OR) 2025/26 £000	Movement 2024/25 OR to 2025/26 OR £000
Local Risk	(622)	(622)	(635)	(13)
City Surveyor Repairs and Mte	(107)	(107)	(119)	(12)
Cyclical Works Programme (CWP)	(50)	(65)	(254)	(204)
Central Risk	(52)	(54)	(57)	(5)
Recharges & Support Services	(237)	(210)	(272)	(35)
Total Net Expenditure	(1,068)	(1,058)	(1,337)	(269)

Latest Revenue Budget for 2024/25

10. Overall, the 2024/25 latest budget for Burnham Beeches and Stoke Common is net expenditure of (£1.058m) as at November 2024, a net reduction of £10k compared to the 2024/25 original budget of (£1.068m). The reasons for this budget decrease are:
- £27k reduced recharges from the Natural Environment Directorate following a review of the apportionment bases used to calculate the recharges;
 - (£15k) changes to the newly agreed CWP at Burnham Beeches managed by the City Surveyor; and
 - (£2k) agreed carry forward funding from 2023/24 from the Priorities Investment Pot (PIP) monies for the Facilitating ‘Biodiversity Net Gain’ project.

Proposed Revenue budget for 2025/26

11. The proposed 2025/26 budget is net expenditure of (£1.337m), an increase of (£269k) compared to the 2024/25 original budget for the charity of (£1.068m). Detail of the movement between the 2024/25 original budget and 2025/26 original budget is set out in Appendix 2.
12. Appendix 1 provides details on budget movements between the 2024/25 original budget and the 2025/26 proposed budget. Overall, there is an increase in net expenditure of (£269k). The main reasons for this net expenditure increase are:
 - (£204k) increase in budgets for CWP projects managed by the City Surveyor relating to the newly agreed programme for CWP works;
 - (£67k) increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24; and
 - £36k planned transfer from the charity's restricted reserves in 2025/26 to fund grounds maintenance costs as a result of additional grant monies having previously been received by the charity.

Staffing Statement

13. Analysis of the movement in staff related costs are shown in Table 2 below:

Table 2 – Burnham Beeches and Stoke Common – Staffing Statement

Original Budget 2024/25		Latest Budget 2024/25		Original Budget 2025/26	
Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000
15.17	(790)	15.17	(792)	15.17	(810)

Cyclical Works Programme

14. Table 3 below details the budgets held and proposed for the City Surveyor's CWP and building repairs & maintenance:

Table 3 – CWP & City Surveyor Local Risk Burnham Beeches and Stoke Common	Original Budget 2024/25 £'000s	Latest Budget 2024/25 £000's	Original Budget 2025/26 £'000
Cyclical Works Programme (CWP)	(50)	(65)	(254)
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	(104)	(104)	(116)
Cleaning (City Surveyor Local Risk)	(3)	(3)	(3)
Total CWP and City Surveyor	(157)	(172)	(373)

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

15. The overall proposed 2025/26 budget for West Wickham Common and Spring Park Wood and Coulsdon and Other Commons, which includes the Executive Director Environment’s relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor’s CWP and building repairs & maintenance budget is (£2.052m) net expenditure. This is an increase of (£843k) when compared with the 2024/25 original budget of (£1.209m) net expenditure.
16. The latest budget for 2024/25 and provisional original budget for 2025/26 for the charities is summarised in Table 4 below and further analysed by risk and Chief Officer in Appendix 3.

Table 4 – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons	Original Budget (OR) 2024/25 £000	Latest Budget 2024/25 £000	Original Budget (OR) 2025/26 £000	Movement 2024/25 OR to 2025/26 OR £000
Local Risk	(672)	(672)	(725)	(53)
City Surveyor Repairs and Mte	(49)	(49)	(49)	0
Cyclical Works Programme (CWP)	(233)	(598)	(992)	(759)
Central Risk	(1)	(1)	(20)	(19)
Recharges & Support Services	(254)	(239)	(266)	(12)
Total Net Expenditure	(1,209)	(1,559)	(2,052)	(843)

Latest Revenue Budget for 2024/25

17. Overall, the 2024/25 latest budget for the charities is net expenditure of (£1.559m) as at November 2024, a net increase of (£350k) compared to the 2024/25 original budget of (£1.209m) net expenditure. The reasons for this budget increase are:
- (£365k) changes to the newly agreed CWP at Coulsdon Commons and Farthing Downs managed by the City Surveyor; and
 - £15k reduced recharges from the Natural Environment Directorate following a review of the apportionment bases used to calculate the recharges.

Proposed Revenue budget for 2025/26

18. The proposed 2025/26 budget for the charities is net expenditure of (£2.052m), an increase of (£843k) compared to the 2024/25 original budget of (£1.209m). Detail of the movement between the 2024/25 original budget and 2025/26 original budget is set out in Appendix 4. Please note that the proposed 2025/26 budget includes (£40k) one-off additional funding from the Natural Environment Directorate to meet additional grounds maintenance costs, as noted below, plus a 2% uplift for inflation.
19. Appendix 3 provides details on budget movements between the 2024/25 original budget and the 2025/26 proposed budget. Overall, there is an increase in net expenditure of (£843k). The main reasons for this net expenditure increase are:
- (£759k) increase in budgets for CWP projects managed by the City Surveyor relating to the newly agreed programme for CWP works primarily relating to Coulsdon Commons;
 - (£41k) additional grounds maintenance costs as a result of one-off funding being provided from the Natural Environment Directorate in 2025/26 to meet the cost of tree safety works;
 - (£31k) increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24; and
 - (£19k) extra depreciation following the purchase of additional vehicles which will be met by the central risk budget and funded from the charity's designated reserve for tangible fixed assets.

Staffing Statement

20. An analysis of the movement in staff related costs are shown in Table 5 below:

Table 5 – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons – Staffing Statement

Original Budget 2024/25		Latest Budget 2024/25		Original Budget 2025/26	
Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000
13.40	(682)	14.40	(682)	14.40	(695)

Cyclical Works Programme

21. Table 6 below details the budgets held and proposed for the City Surveyor's CWP and building repairs & maintenance:

Table 6 – CWP & City Surveyor Local Risk West Wickham Common and Spring Park Wood and Coulsdon and Other Commons	Original Budget 2024/25 £'000s	Latest Budget 2024/25 £000's	Original Budget 2025/26 £'000
Cyclical Works Programme (CWP)	(233)	(598)	(992)
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	(48)	(48)	(48)
Cleaning (City Surveyor Local Risk)	(1)	(1)	(1)
Total CWP and City Surveyor	(282)	(647)	(1,041)

C. Ashtead Common (charity registration number: 1051510)

22. The overall proposed 2025/26 budget for Ashtead Common which includes the Executive Director Environment’s relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor’s CWP and building repairs & maintenance budget is (£929k) net expenditure. This is an increase of (£371k) when compared with the 2024/25 original budget of (£558k) net expenditure.
23. The latest budget for 2024/25 and provisional original budget for 2025/26 for the charity is summarised in Table 7 below and further analysed by risk and Chief Officer in Appendix 5.

Table 7 – Ashtead Common	Original Budget (OR) 2024/25 £000	Latest Budget 2024/25 £000	Original Budget (OR) 2025/26 £000	Movement 2024/25 OR to 2025/26 OR £000
Local Risk	(434)	(434)	(443)	(9)
City Surveyor Repairs and Mte	(7)	(7)	(7)	0
Cyclical Works Programme (CWP)	0	(169)	(358)	(358)
Recharges & Support Services	(117)	(103)	(121)	(4)
Total Net Expenditure	(558)	(713)	(929)	(371)

Latest Revenue Budget for 2024/25

24. Overall, the 2024/25 latest budget for Ashtead Common is net expenditure of (£713k) as at November 2024, a net increase of (£155k) compared to the 2024/25 original budget of (£558k) net expenditure. The reasons for this budget increase are:
- (£169k) changes to the newly agreed CWP at Ashtead Common managed by the City Surveyor; and
 - £14k reduced recharges from the Natural Environment Directorate following a review of the apportionment bases used to calculate the recharges.

Proposed Revenue budget for 2025/26

25. The proposed 2025/26 budget for the charity is net expenditure of (£929k), an increase of (£371k) compared to the 2024/25 original budget of (£558k). Detail of the movement between the 2024/25 original budget and 2025/26 original budget is set out in Appendix 6.
26. Appendix 5 provides details on budget movements between the 2024/25 original budget and the 2025/26 proposed budget. Overall, there is an increase in net expenditure of (£371k). The main reasons for this net expenditure increase are:

- (£358k) increase in budgets for the newly agreed programme for CWP works managed by the City Surveyor;
- (£20k) increase in corporate department recharges, reflecting the attribution and cost of central departments following the 2023/24 review of recharges;
- (£18k) increase in employment costs explained by cost of living and incremental pay rises to staff;
- £16k reduced recharges from the Natural Environment Directorate following a review of the apportionment bases used to calculate the recharges; and
- £15k additional grant income projected to be received from the Rural Payments Agency.

Staffing Statement

27. Analysis of the movement in staff related costs are shown in Table 8 below:

Table 8 – Ashtead Common – Staffing Statement

Original Budget 2024/25		Latest Budget 2024/25		Original Budget 2025/26	
Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000
7.15	(344)	7.15	(344)	7.15	(362)

Cyclical Works Programme

28. Table 9 below details the budgets held and proposed for the City Surveyor's CWP and building repairs & maintenance:

Table 9 – CWP & City Surveyor Local Risk Ashtead Common	Original Budget 2024/25 £'000s	Latest Budget 2024/25 £000's	Original Budget 2025/26 £'000
Cyclical Works Programme (CWP)	0	(169)	(358)
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	(7)	(7)	(7)
Total CWP and City Surveyor	(7)	(176)	(365)

Conclusion

29. This report presents the revenue budget estimates for 2025/26 for each of the individual Commons charities for Members to consider and approve.

Appendices

- Appendix 1 – Charity Summary Budget – by Risk and Chief Officer – Burnham Beeches and Stoke Common
- Appendix 2 – Movement Between 2024/25 Original Budget and 2025/26 Original Budget – Burnham Beeches and Stoke Common
- Appendix 3 – Charity Summary Budget – by Risk and Chief Officer – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons
- Appendix 4 – Movement Between 2024/25 Original Budget and 2025/26 Original Budget – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons
- Appendix 5 – Charity Summary Budget – by Risk and Chief Officer – Ashted Common
- Appendix 6 – Movement Between 2024/25 Original Budget and 2025/26 Original Budget – Ashted Common

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Appendix 1 (Burnham Beeches and Stoke Common)

Charity Summary Budget – by Risk and Chief Officer

Analysis of Service Expenditure	Local or Central Risk	Actual 2023/24 £'000	Original Budget 2024/25 £'000	Latest Budget 2024/25 £'000	Original Budget 2025/26 £'000	Movement 24/25 OR to 25/26 OR £'000	Notes
EXPENDITURE							
Employees	L	(716)	(790)	(790)	(810)	(20)	
Employees	C	-	-	(2)	-	-	
Premises Related Expenses	L	(172)	(115)	(115)	(136)	(21)	
City Surveyor – All Services	L	(134)	(157)	(172)	(373)	(216)	1
Transport Related Expenses	L	(16)	(27)	(27)	(28)	(1)	
Supplies & Services	L	(157)	(104)	(154)	(123)	(19)	
Supplies & Services	C	(11)	-	-	-	-	
Support Services	C	(1)	-	-	-	-	
Third Party Payments	L	-	(1)	(1)	(1)	-	
Transfer to Reserves (SAMMS & S106)	L	(297)	-	-	-	-	
Capital Charges - Depreciation	C	(51)	(52)	(52)	(57)	(5)	
Total Expenditure		(1,555)	(1,246)	(1,313)	(1,528)	(282)	
INCOME							
Government Grants	L	75	83	83	70	(13)	
Other Grants, Reimburse & Cont. (SAMMS, S106 and Donations)	L	343	110	110	128	18	
Customer, Client Receipts	L	333	222	272	229	7	
Investment Income	L	4	-	-	-	-	
Transfer from Reserves (S106 and CSS Grant Monies)	L	57	-	-	36	36	2
Total Income		812	415	465	463	48	
TOTAL NET INC/(EXP) BEFORE SUPPORT SERVICES		(743)	(831)	(848)	(1,065)	(234)	
SUPPORT SERVICES							
Central Support Services		(141)	(105)	(105)	(172)	(67)	3
Recharges Within Fund		(85)	(132)	(105)	(100)	32	4
Total Support Services		(226)	(237)	(210)	(272)	(35)	
TOTAL NET INC/(EXP)		(969)	(1,068)	(1,058)	(1,337)	(269)	

Notes:

1. (£216k) increase in budgets managed by the City Surveyor largely explained by additional expenditure of (£204k) on the Cyclical Works Expenditure (CWP) as a result of an increase to the newly agreed programme for CWP works. This is in addition to a (£12k) increase in the cost of the corporate building, repairs and maintenance contract managed by the City Surveyor.
2. £36k planned transfer from the charity's reserve for grant income as a result of increased costs which are being funded from additional grant income received in the previous financial year.
3. (£67k) increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24. This resulted in the method of apportionment being updated to reflect the latest up to date corporate information.
4. £32k reduction in recharges from the Natural Environment Directorate following a re-apportionment of recharges across the different sections of the Natural Environment Division.

Appendix 2

Movement between 2024/25 Original Budget and 2025/26 Original Budget

Burnham Beeches and Stoke Common	£000
Original Budget 2024/25	(1,068)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2024/25	(779)
Executive Director Environment	
2% uplift for inflation	(13)
City Surveyor	
Projects falling under Cyclical Works Programme	(204)
Planned & Reactive Works including Cleaning	(12)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2025/26	(1,008)
Central Risk	(52)
Original Net Central Risk Budget (Executive Director Environment) 2024/25	
Additional depreciation for newly acquired assets	(5)
Original Net Central Risk Budget (Executive Director Environment) 2025/26	(57)
Recharges	
Original Recharges Budget 2024/25	(237)
Increased recharges for support services from corporate departments	(67)
Reduced recharges from Natural Environment Directorate	32
Original Recharges Budget 2025/26	(272)
Original Budget 2025/26	(1,337)

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Appendix 3 (West Wickham Common and Spring Park Wood and Coulsdon and Other Commons)

Charity Summary Budget – by Risk and Chief Officer

Analysis of Service Expenditure	Local or Central Risk	Actual 2023/24 £'000	Original Budget 2024/25 £'000	Latest Budget 2024/25 £'000	Original Budget 2025/26 £'000	Movement 24/25 OR to 25/26 OR £'000	Notes
EXPENDITURE							
Employees	L	(575)	(682)	(682)	(695)	(13)	
Premises Related Expenses	L	(174)	(112)	(112)	(160)	(48)	1
City Surveyor – All Services	L	(57)	(282)	(647)	(1,041)	(759)	2
Transport Related Expenses	L	(31)	(16)	(16)	(16)	-	
Supplies & Services	L	(74)	(28)	(28)	(29)	(1)	
Supplies & Services	C	(7)	-	-	-	-	
Support Services	C	(1)	-	-	-	-	
Transfer to Reserves (Livestock Fund)	L	(13)	-	-	-	-	
Transfers to Reserves (Capital Purchases)	C	(102)	-	-	-	-	
Capital Charges - Depreciation	C	(1)	(1)	(1)	(20)	(19)	
Total Expenditure		(1,035)	(1,121)	(1,486)	(1,961)	(840)	
INCOME							
Government Grants	L	55	44	44	45	1	
Other Grants, Reimburse & Cont. (Donations)	L	3	2	2	2	-	
Other Grants, Reimburse & Cont. (Funding for Capital Purchases)	C	102	-	-	-	-	
Customer, Client Receipts	L	151	120	120	128	8	
Transfer from Reserves (Livestock Fund)	L	8	-	-	-	-	
Total Income		319	166	166	175	9	
TOTAL NET INC/(EXP) BEFORE SUPPORT SERVICES		(716)	(955)	(1,320)	(1,786)	(831)	
SUPPORT SERVICES							
Central Support Services		(132)	(135)	(135)	(166)	(31)	3
Recharges Within Fund		(75)	(119)	(104)	(100)	19	
Total Support Services		(207)	(254)	(239)	(266)	(12)	
TOTAL NET INC/(EXP)		(923)	(1,209)	(1,559)	(2,052)	(843)	

Notes:

1. (£48k) increase in premises related expenditure largely due to (£41k) additional grounds maintenance costs with extra tree works being required which is being funded from the Natural Environment Directorate for 2025/26. This is in addition to inflationary increases of (£7k) to cover the increased costs of council tax, refuse collection and utilities.
2. (£759k) increase in expenditure budgets managed by the City Surveyor explained by an increase to the newly agreed programme for Cyclical Works Programme (CWP) works managed by the City Surveyor.
3. (£31k) increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24. This resulted in the method of apportionment being updated to reflect the latest up to date corporate information.

Appendix 4

Movement between 2024/25 Original Budget and 2025/26 Original Budget

West Wickham Common and Spring Park Wood and Coulsdon and Other Commons	£000
Original Budget 2024/25	(1,209)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2024/25	(954)
Executive Director Environment	
Funding from Natural Environment Directorate for grounds maintenance	(40)
2% uplift for inflation	(13)
City Surveyor	
Projects falling under Cyclical Works Programme	(759)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2025/26	(1,766)
Central Risk	
Original Net Central Risk Budget (Executive Director Environment) 2024/25	(1)
Additional depreciation for newly acquired vehicles	(19)
Original Net Central Risk Budget (Executive Director Environment) 2025/26	(20)
Recharges	
Original Recharges Budget 2024/25	(254)
Increased recharges for support services from corporate departments	(31)
Reduced recharges from Natural Environment Directorate	19
Original Recharges Budget 2025/26	(266)
Original Budget 2025/26	(2,052)

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Appendix 5 (Ashtead Common)

Charity Summary Budget – by Risk and Chief Officer

Analysis of Service Expenditure	Local or Central Risk	Actual 2023/24 £'000	Original Budget 2024/25 £'000	Latest Budget 2024/25 £'000	Original Budget 2025/26 £'000	Movement 24/25 OR to 25/26 OR £'000	Notes
EXPENDITURE							
Employees	L	(343)	(344)	(344)	(362)	(18)	1
Premises Related Expenses	L	(113)	(89)	(89)	(97)	(8)	
City Surveyor – All Services	L	(57)	(7)	(176)	(365)	(358)	
Transport Related Expenses	L	(11)	(12)	(12)	(11)	1	
Supplies & Services	L	(58)	(31)	(31)	(30)	1	
Supplies & Services	C	(2)	-	-	-	-	
Transfer to Reserves (Donations)	L	(2)	-	-	-	-	
Total Expenditure		(586)	(483)	(652)	(865)	(382)	
INCOME							
Government Grants	L	53	40	40	55	15	
Other Grants, Reimburse & Cont. (Donations)	L	3	-	-	-	-	
Customer, Client Receipts	L	28	2	2	2	-	
Total Income		84	42	42	57	15	
TOTAL NET INC/(EXP) BEFORE SUPPORT SERVICES		(502)	(441)	(610)	(808)	(367)	
SUPPORT SERVICES							
Central Support Services		(68)	(61)	(61)	(81)	(20)	
Recharges Within Fund		(34)	(56)	(42)	(40)	16	
Total Support Services		(102)	(117)	(103)	(121)	(4)	
TOTAL NET INC/(EXP)		(604)	(558)	(713)	(929)	(371)	

Notes:

1. (£358k) increase in gross expenditure managed by the City Surveyor explained by an increase to the newly agreed programme for Cyclical Works Programme (CWP) works at Ashtead Common overseen by the City Surveyor.

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Appendix 6

Movement between 2024/25 Original Budget and 2025/26 Original Budget

Ashtead Common	£000
Original Budget 2024/25	(558)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2024/25	(441)
Executive Director Environment	
2% uplift for inflation	(9)
City Surveyor	
Projects falling under Cyclical Works Programme	(358)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2025/26	(808)
Recharges	
Original Recharges Budget 2024/25	(117)
Increased recharges for support services from corporate departments	(20)
Reduced recharges from Natural Environment Directorate	16
Original Recharges Budget 2025/26	(121)
Original Budget 2025/26	(929)

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Committee(s): Epping Forest and Commons Committee	Dated: 23/01/2025
Subject: Burnham Beeches and City Commons Five Year Business Plan 2025-30	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> • Diverse engaged communities • Dynamic economic growth • Vibrant thriving destination • Flourishing public spaces • Providing excellent services • Leading sustainable environment
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£714,200
What is the source of Funding?	Local Risk / External
Has this Funding Source been agreed with the Chamberlain's Department?	N
Report of: Katie Stewart, Executive Director, Environment	For Decision
Report author: Geoff Sinclair, Assistant Director, The Commons	

Summary

This report provides a five-year costed business plan for the four City Commons Charities comprising; Burnham Beeches and Stoke Common (number 232987) Ashtead Common (number 1051510), Coulsdon and other Commons (number 232989), and West Wickham Common and Spring Park Woods (number 232988).

The business plan is attached in Appendix A and presents a costed programme to deliver the first and second priority projects detailed in the management plans for the nine sites managed by the charities. The costing includes the planned local risk spend, staff time expressed as full time equivalent per year and additional estimated funding of £714,200 still required to be found to deliver workstreams over the next five years.

Key Performance Indicators have been given for each 'Activity' however these are still being reviewed and are indicative at present.

Decisions taken in relation to the recommendations in this report in respect of charity land need to be made by the City of London Corporation in its capacity as trustee of each of the four charities. The trustee must be satisfied that the action proposed for each charity is in the best interests of that particular charity

Recommendation

Members are asked to:

- Approve the five-year business plan contained in Appendix A for the Four City Commons charities and delegate authority to the Assistant Director of the Commons to make amendments and carry out annual reviews necessary to re-prioritise or re- scope workstreams to accommodate new pressures or changes.

Main Report

Background

1. The City Commons is comprised of nine sites spread across four charities. Each site has its own ten-year management plan agreed with your committee with links to these plans given in appendix A.
2. Subsequent to the preparation of the individual site management plans additional site management workstreams have been identified following the preparation of four Natural Environment Strategies in 2023 and also from strategic City of London Corporation initiatives such as the Carbon Removals Project.
3. The ongoing review of the Natural Environment Charities has highlighted the need to widen and develop income streams for the different charities (within the charitable objects of the charities). This has resulted in additional new workstreams for each charity.
4. Each site management plan gives a detailed year by year operational plan which forms the core of the day-to-day operations at each site. The operational plans assign each workstream a priority of 1-3 with 1 being essential, 2 highly desirable and 3 desirable. When framing the annual work plan all priority 1 workstreams are included and depending on resources and other considerations most, if not all priority 2 actions are included. Priority 3 actions are more opportunistically implemented with the overall aim that over the life of the plan, they will be completed.

5. A summary of approved workstreams and new workstreams, which were subjected to a project prioritisation exercise, was approved by your Committee on the 28 November 2024. The approved report has been taken into consideration during the preparation of the five-year business plan.
6. In addition to delivering management plan actions, staff and financial resources are required to ensure compliance with the charitable objectives of the charities as set out in their governing documents (primarily the City of London (Open Spaces) Act 1878). Staff and financial resources are also needed to deliver relevant statutory requirements such as health and safety, and to respond where appropriate to wider City Corporation policies. The annual work plan prepared by each Charity draws these different activities together into an overall activity plan for the year.
7. This report, by collating the workstreams for the five-year period 2025-30 along with the funding and staffing resources required, presents a strategic overview of the operational environment of the four City Commons Charities. Annual work plans for each Charity may amend activity to re-prioritise or re-scope workstreams to accommodate new pressures or changes. Any changes will be subject to the Natural Environment Division's project prioritisation process.

Current Position

8. A five-year business plan for the period 2025-30 is presented in Appendix A. This brings together Priority 1 and 2 workstreams across the nine sites presented for each charity as a whole.

Proposals

9. Workstreams for each Charity have been itemised in the five year business plan and aligned to the respective High Level (Natural Environment Strategies) Business Plan.
10. The resource requirements in terms of local risk budget requirements and staff time are given for each workstream. These are provisional figures based on each charity's experience. Each site has a significant element of reactive works which are estimated to occupy around 20% of the staff resource.
11. Additional funding requirements over the period for each workstream have also been estimated and in most cases reflect additional funding needs that still need to be identified (See para 18 below).
12. Key Performance Indicators (KPIs) have been proposed for each workstream and are outlined in Appendix A. These are currently provisional and further work to integrate them into the wider reporting frameworks in place across the City Corporation will need to be actioned.
13. This is the first attempt to itemise the operational resource required across each workstream and going forward this will be an area requiring ongoing review.

Key Data

14. There are over 95 workstreams contained within the business plan most of which are for ongoing activity. Further detail behind the workstreams can be found within the management plans for each site.
15. Appendix A keeps the West Wickham Common and Spring Park and the Coulsdon Commons data separate however the summaries below have linked the two charities in accordance with future reporting procedures.
16. Table one collates the staff resource being applied in each charity for each of the six high level business plan workstreams. Figures are expressed in full time equivalent staff per year and as a percentage of the staff resource, excluding time on reactive tasks.

Table One: Staff time against High Level Business Plan workstreams

High Level Business Plan workstream	Ashtead Common (FTE/yr)	West Wickham and Coulsdon Commons (FTE/yr)	Burnham Beeches and Stoke Common (FTE/yr)	Total (FTE/yr)	Total %
Access and recreation	0.51	1.15	4.11	5.77	25
Community engagement	1.5	0.62	0.58	2.7	12
Culture, heritage and learning	0.07	0.22	0.05	0.34	1
Income generation	0.31	0.28	0.49	1.08	5
Nature conservation and resilience	2.03	5.38	2.51	9.92	43
Sustainable Business Model	0.48	1.15	1.9	3.53	15

17. Table two collates the local risk budget allocation for each charity against the six high level business plan workstreams. Figures are expressed in pounds sterling per year and as a percentage.

Table Two: Local risk budget allocation against High Level Business Plan workstreams (£/yr)

High Level Business Plan workstream	Ashtead Common (£/yr)	West Wickham and Coulsdon Commons (£/yr)	Burnham Beeches and Stoke Common (£/yr)	Total (£/year)	Total %
Access and recreation	16,597	29,234	47,892	93,723	20
Community engagement	4,270	0	4,500	8,770	2

Culture, heritage and learning	2,669	3,109	2,100	7,878	2
Income generation	0	6,000	12,200	18,200	4
Nature conservation and resilience	105,945	48,941	92,400	247,286	52
Sustainable Business Model	25,834	17,995	57,000	100,829	21

18. Table three provides an estimate of capital works and unfunded projects over the next five years that will also need to be considered. Some items are likely to be funded through central projects, such as the Climate Action Strategy programme. Other works are planned spend where income generation or in-year savings will typically help to finance. There are still some notable items where funding needs to be identified such as for tree safety and the second phase of agricultural fence replacement at the West Wickham and Coulsdon Commons, and insulation of staff lodges to ensure they are in line with good practice. These items are highly unlikely to progress if funding is not found.

Table three: Unfunded/Capital works for the period 2025-30

Programme / Project	Cost (£)
Climate Resilience Project	255,000
Habitat Management	241,200
Risk Management	88,000
Heritage Management	100,000
Income management	30,000

Corporate & Strategic Implications

Strategic implications

19. The Commons Business Plan delivers on all of the Corporate Plan objectives and Natural Environment Strategy Objectives as detailed in the report.

Financial implications

20. The Business Plan indicates whether workstreams can be met within local risk budget or whether additional resources are required. In some cases, where a suitable source of funding has not been identified this is flagged under dependencies as the project cannot be delivered without external funding.

Resource implications

21. Staff time required to deliver workstreams has been given and is estimated to equate to around 80% of the staff time resource. Reactive and other activity makes up the remainder of the staff resource.

Legal implications

22. The City Commons were primarily acquired under the City of London (Open Spaces) Act 1878 (“the 1878 Act”). The 1878 Act places obligations on the City Corporation to keep the land acquired under the 1878 Act unenclosed and unbuilt on as an open space for the recreation and enjoyment of the public and to preserve its natural aspect. These obligations need to be balanced alongside the provisions of subsequent, modern legislation.
23. Parts of the Commons are also designated as Sites of Special Scientific Interest under the Wildlife and Countryside Act 1981. These designations will be taken into account, as appropriate, in the implementation of projects identified in the business plan.

Risk implications

24. Activities within the business plan are assessed within the Risk registers applying to the City Commons charities.

Equalities implications

26. Activities within the business plan have equalities impact assessments where relevant and the range of activities address a wide scope of equality considerations as captured within the corporate and local objectives.

Climate implications

27. Several of the activities with the business plan are specifically to address climate issues.

Security implications

- 28 . None.

Charity Implications

25. Ashtead Common (number 1051510), Burnham Beeches & Stoke Common (number 232987), West Wickham Common & Spring Park Wood (number 232988) and Coulsdon and other Commons (number 232988-1) are registered charities. Charity Law obliges Members to ensure that the decisions they take in relation to the Charity are taken in the best interests of the Charity.

Conclusion

30. A five-year business plan for the four Commons charities has been prepared which itemises workstreams at the Charity level and presents estimates on the local risk costs and staff time required to deliver work streams.
31. A forecast of capital and unfunded works costs over the five-year period is also presented.

32. The five-year business plan presents a strategic overview of the activity of the four charities however annual reviews will be undertaken to assess the need to accommodate new developments with these subject to the Natural Environment Division's project prioritisation process.

Appendices

Appendix A – Burnham Beeches and the City Commons Five-year Business Plan

Background Papers

- Burnham Beeches Management Plan, [Burnham Beeches 2020 - 2030 Management Plan \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Stoke Common Management Plan, [Burnham Beeches & Stoke Common \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Ashtead Common Management Plan, [Ashtead Common Management Plan 2021-2031 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- West Wickham Management Plan [West Wickham Commons Management Plan \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Spring Park Management Plan [West Wickham Commons Management Plan \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Farthing Downs Management Plan, [Farthing Downs Management Plan 2021-2031 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Riddlesdown Management Plan, [Riddlesdown Management Plan 2021-2031 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Kenley Common Management Plan [Kenley Common Management Plan 2021-2031 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Coulsdon Common Management Plan [Coulsdon Common Management Plan \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Nature Conservation and Resilience Strategy: [Nature Conservation and Resilience Strategy \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Community Engagement Strategy [Community Engagement Strategy \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Access Recreation Strategy [Natural Environment Access and Recreation Strategy \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Culture, Heritage and Learning Strategy [Culture, Heritage and Learning Strategy \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)

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High Level Business Plan workstream	Programme / Project	Activity	Year commencing	Year Complete/ ongoing	Local Risk funding required (£/yr)	Capital /external funding required	Officer resource required FTE/yr	Dependencies/ constraints	Outcome focussed performance measure (how will you monitor progress and achievement of this workstream)	KPI	KPI Target	Core Charity objectives outlined in OS ACT	Natural Environment Strategy (1)	Nat Environ Stra (1)
Access and recreation	Access Management	A welcoming place	2025	On-going	10,432		0.29	Visitor behaviour/weather conditions	Adherence to management plan targets	Adherence to management plan targets	100%	Recreation and Enjoyment	Access and recreation	Operat Proper Review
Access and recreation	Access Management	Access management	2025	On-going	10,200		0.23	Weather conditions	Surfaced path network and entrances are kept open and accessible: Management plan targets are met	Length of surfaced path kept open and accessible	5.58km	Recreation and Enjoyment	Access and recreation	Operat Proper Review
Community engagement	Access Management	Communication	2025				0.08	Staff time/skills to prepare newsletter	Newsletter subscribers maintained/ Social media posting levels maintained	Monthly enews articles published	12 / year		Community engagement	Access recreation
Community engagement	Community Involvement and events	Volunteers, community engagement and events	2025	On-going	4,270		1.42	Community engagement/Volunteer support	Community engagement and volunteer support maintained at existing levels: Event attendee numbers monitored/Volunteer attendance statistics.	Number of volunteers/Number of event participants kept to 2023 levels or above	5000 hours/ year	Recreation and Enjoyment	Community engagement	Access recreation
Culture, heritage and learning	External Accreditation	External Accreditation	2025	On-going	548		0.02	Finance	External accreditation of site management: Green flag certification maintained	Green flag award	1/year	All	Nature conservation and resilience	Access recreation
Culture, heritage and learning	Heritage Management	Heritage Management	2025	On-going	2,121		0.05	Weather conditions/vegetation growth	Heritage assets are kept open and accessible: Management plan targets are met	Green Heritage Award	1 / year	Protection	Culture, heritage and learning	Access recreation
Income generation	Income management	Administrative income	2025	On-going			0.09	Licence and wayleave holder engagement and cooperation.	No acquisition of third party rights: Boundary monitoring and licencing of all events	No loss of land or rights to third party claims	0	Protection	Income generation	
Income generation	Income management	Sponsorship	2025	Ongoing			0.10	Staff time to develop new schemes/public engagement/ financial processes to manage income	An increase in annual sponsorship funding to £10,000/year after five years:	Income generated	£10,000 (by 2030)		Income generation	
Income generation	Income management	Grants	2025	Ongoing			0.12	Grant conditions variability and availability of schemes	Grant funding for works maintained or enhanced: Grant income	income generated/CSS grant options delivered and evidence collected.	CSS grant claim submitted as per agreements 100%	All	Income generation	
Nature conservation and resilience	Biodiversity monitoring	Biodiversity/environmental monitoring	2025	Ongoing	10,571		0.26	Specialist contractor/volunteers availability/Trained	Improved evidence of the biodiversity impact of management:	Biological records entered on to the RECORDER database	100%	Natural Aspect	Nature conservation and resilience	

								RECORDER system users	Management plan targets met					
Nature conservation and resilience	Recreation & development Pressure and Ecological Isolation	Partnership/landscape working	2025	Ongoing			0.02	Third party engagement/staff time	Improved biodiversity resilience through greater cooperation with adjacent landowners and other stakeholders	Partnership initiatives undertaken as agreed with the EF&CC	100%	Protection	Nature conservation and resilience	
Nature conservation and resilience	Climate Resilience Project	Climate Resilience Project	2025				0.25	Volunteer availability/EA permission	Reduced storm flow impacts: 16 no Leaky dams installed	Number of leaky dams installed	16 dams	Natural Aspect	Nature conservation and resilience	Operat Proper Review
Nature conservation and resilience	Habitat Management	Pollard and Veteran Tree Management	2025	Ongoing	52,221		0.20	Weather impacts/Contractor availability	Improved biodiversity resilience: CSS Targets met	Number of veteran trees managed (incl protecting) /number of new pollards created at the end of ten years	399 trees managed/ 100 new pollards.	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Grazing Management	2025	Ongoing	14,196		0.40	Contract grazier availability	Improved biodiversity resilience: CSS Targets met	Area under grazing management increased by 91% by 2031. (Baseline 27.77ha)	Additional 25.4 ha	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Woodland Management	2025	Ongoing	2,121		0.31	Weather impacts/Volunteer availability	Improved biodiversity resilience Management plan targets met	Area of wood pasture managed (area around ancient trees)	55.2098 ha	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Scrub Management	2025	Ongoing	16,471		0.50	Volunteer availability	Reduced fire risk/Improved biodiversity resilience: CSS Targets met	Area under scrub management increased by 3.1ha by 2031. Additional 1.57ha of transitional zones managed by 2031.	Extra 3.1ha of secondary growth bought into rotation	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Grassland management	2025	Ongoing	5,801		0.07	Contractor availability/Green waste facility/ Volunteer availability	Reduced fire risk/Improved biodiversity resilience: Management plan targets met	Area under grassland management (excluding scrub grassland - see scrub)	5.5942 ha	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Wetland/pond Management	2025	2028	4,564		0.04	Finance for reed bed system/Remote monitoring equipment reliability#	Improved Water quality: Management plan targets met	A new pond created for 2027-28/Dog exclusion zones in 2 ponds.	Pond/2 ponds	Natural Aspect	Nature conservation and resilience	Operat Proper Review
Sustainable Business Model	Risk Management	Visitor safety management	2025	Ongoing	9,023		0.22	Tick and OPM abundance	Reduced health impacts from biological hazards/No increase in visitor safety incidents: Risk management of biological hazards/site infrastructure	Adherence to risk assessment	100%	Recreation and Enjoyment	Operational Property Review	Access recreat

Sustainable Business Model	Risk Management	Tree Safety	2025	Ongoing	9,439		0.19	Weather conditions/Tree pest and disease occurrence/Change of target	No increase in tree safety incidents: Tree safety risk management process	Adherence to tree safety policy	100%		Operational Property Review	
Sustainable Business Model	Risk Management	Dams and Watercourse	2025	Ongoing	2,120	300,000	0.02	Finance/Weather conditions	No increase in flooding incidents: Management plan target met/Risk management process of the dam and Rye Brook	Adherence to risk assessments/ checking regimes	100%		Operational Property Review	Nature conservation and res
Sustainable Business Model	Risk Management	Asset and estate safety	2025	Ongoing	5,252		0.05	Weather conditions	No H & S or property damage incidents reported: 20 year asset plan progressed implemented/Management plan target met/	Number of H & S or property damage incidents reported	0	Recreation and Enjoyment	Operational Property Review	
Access and recreation	Access Management	A welcoming place	2025	Ongoing	22,992		1.47	Visitor behaviour/weather conditions	Adherence to management plan targets	Adherence to management plan targets	100%	Recreation and Enjoyment	Access and recreation	Operational Property Review
Access and recreation	Access Management	Access management	2025	Ongoing	8,600		0.07	Weather conditions	Surfaced path network and entrances are kept open and accessible: Management plan targets are met	Length of surfaced path kept open and accessible	??	Recreation and Enjoyment	Access and recreation	Operational Property Review
Access and recreation	Recreation & development Pressure and Ecological Isolation	Development Mitigation	2025	Ongoing	16,300		2.57	S106/SAMM funding/	SAMMs and 106 agreement project delivered as per agreements	All live projects delivered each year as required	100%	Protection	Access and recreation	Nature conservation and resilience
Community engagement	Access Management	Communication	2025	Ongoing	2,000		0.34	Staff time/skills to prepare newsletter	Newsletter subscribers maintained/ Social media posting levels maintained	Monthly enews articles published	12 / year		Community engagement	Access recreation
Community engagement	Community Involvement and events	Volunteers, community engagement and events	2025	Ongoing	2,500		0.24	Community engagement/Volunteer support	Community engagement and volunteer support maintained at existing levels: Event attendee numbers monitored/Volunteer attendance statistics.	Volunteer hours/Event programme held each year	5000 volunteer hours/year and one event diary produced in January	Recreation and Enjoyment	Community engagement	Access recreation
Culture, heritage and learning	External Accreditation	External Accreditation	2025	Ongoing	1,100		0.01	Finance	External accreditation of site management: Green flag Green Heritage certification maintained	Green flag and Green Heritage award	2/year	All	Nature conservation and resilience	Access recreation
Culture, heritage and learning	Heritage Management	Heritage Management	2025	Ongoing	1,000		0.04	Weather conditions/vegetation growth	Heritage assets are kept open and accessible: Management plan targets are met	Management plan targets met	100%	Protection	Culture, heritage and learning	Access recreation

Income generation	Income management	Administrative income	2025	Ongoing			0.04	Licence and wayleave holder engagement and cooperation.	No acquisition of third party rights: Boundary monitoring and licencing of all events	No loss of land or rights to third party claims	0	Protection	Income generation	
Income generation	Income management	Sponsorship	2025	Ongoing	1,100		0.05	Staff time to develop new schemes/public engagement/ financial processes to manage income	An increase in annual sponsorship funding to £15,000/year after five years:	Income generated	£15,000 (by 2030)		Income generation	
Income generation	Income management	Grants	2025	Ongoing			0.15	Grant conditions variability and availability of schemes	Grant funding for works maintained or enhanced: Grant income	income generated CSS grant options delivered and evidence collected New grant applied for by 2030	CSS grant claim submitted as per agreements 100%	All	Income generation	
Income generation	Income management	Property income	2025	Ongoing	11,100		0.25	Tenancy occupancy/Visitor use	Tenancy income maintained at current levels	Tenancy income	100%	Recreation and Enjoyment	Income generation	Access recreation
Nature conservation and resilience	Biodiversity monitoring	Biodiversity/environmental monitoring	2025	Ongoing	4,300		0.45	Specialist contractor/volunteers availability/Trained RECORDER system users	Improved evidence of the biodiversity impact of management: Management plan targets met	Biological records entered on to the RECORDER database	100%	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Climate Resilience Project	Climate Resilience Project	2028	2030	900	20,000	0.06	NE and EFCC Permission	Increased carbon sequestration in restored grassland	Agreed projects delivered Carbon sequestered	100%	Natural Aspect	Nature conservation and resilience	Operational Property Review
Nature conservation and resilience	Habitat Management	Heathland Management	2025	Ongoing	2,200		0.02	Volunteer availability	Improved biodiversity resilience :Management plan targets met	Minimum of CSS area of Heathland managed each year	55 ha/year	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Woodland Management	2025	Ongoing	900		0.02	Weather impacts/Volunteer availability	Improved biodiversity resilience Management plan targets met	Minimum of CSS Area of wood pasture WD4 & woodland managed each year CSS WD5 areas work on as required by agreement and management	169/Ha/year Minimum of 1.69Ha yr	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Scrub Management	2025	Ongoing	4,200		0.02	Volunteer availability	Improved biodiversity resilience Management plan targets met	Annual priority 1 areas worked on each year in rotation	Priority one area work completed 100%	Natural Aspect	Nature conservation and resilience	

Nature conservation and resilience	Habitat Management	Pollard and Veteran Tree Management	2025	Ongoing	43,000	1,200	0.69	Weather impacts/Contractor availability	Improved biodiversity resilience: CSS Targets met	Number of trees subject to management in line with Young & old pollard management plans	Number of old and young pollard worked on as per annual workplan target 100%	Natural Aspect	Nature conservation and resilience
Nature conservation and resilience	Habitat Management	Wetland/pond Management	2025	2028	450	60,000	0.27	Weather impacts/Contractor availability	Improved biodiversity resilience: CSS Targets met	6 ponds subject to CSS management	Management as required by CSS completed each year 100%		
Nature conservation and resilience	Habitat Management	Wood pasture management	2025	Ongoing	11,000		0.21	Weather/Volunteer availability	Improved biodiversity resilience: CSS Targets met	Area of wood pasture managed each year	See woodland management above		
Nature conservation and resilience	Habitat Management	Grazing Management	2025	Ongoing	25,450		0.66	Contract grazier availability/Weather impacts/technology failure legislation change /disease outbreak	Improved biodiversity resilience: CSS Targets met	Area of land grazed each year SC cattle grazing agreement delivered	BB 175ha/year 100% of SC 2600-45000 grazing days/year	Natural Aspect	Nature conservation and resilience
Nature conservation and resilience	Recreation & development Pressure and Ecological Isolation	Partnership/landscape working	2025	Ongoing			0.11	Third party engagement/staff time	Improved biodiversity resilience through greater cooperation with adjacent landowners and other stakeholders	Partnership initiatives undertaken as agreed with the EF&CC	100%	Protection	Nature conservation and resilience
Sustainable Business Model	Risk Management	Legal advice	2025	ongoing		5,000		Finance	Advice on legal issues impacting the Charity	NA	NA	Protection	Operational Property Review
Sustainable Business Model	Management planning	Management plan	2025	Ongoing	3,400		0.09		Management plan implemented as presented	Adherence to management plan targets	100%	All	Nature conservation and resilience
Sustainable Business Model	Risk Management	Visitor safety management	2025	ongoing	10,000		0.52	Extreme weather events	No increase in visitor safety incidents	Adherence to risk assessment	100%	Recreation and Enjoyment	Operational Property Review
Sustainable Business Model	Risk Management	Health and safety management	2025	Ongoing	3,000		0.71		Staff are trained and have the appropriate equipment to undertake work safely	Staff training requirements is up to date	100%	All	Sustainable Business Model
Sustainable Business Model	Risk Management	Tree Safety	2025	Ongoing	15,600	10,000	0.26	Weather conditions/Tree pest and disease occurrence/Change of target	No increase in tree safety incidents: Tree safety risk management process	Adherence to tree safety policy	100%		Operational Property Review

Sustainable Business Model	Risk Management	Asset and estate safety	2025	Ongoing	25,000	28,000	0.32	Weather conditions	20 year asset plan implemented	Number of H & S or property damage incidents reported	0	Recreation and Enjoyment	Operational Property Review	
Access and recreation	Access Management	A welcoming place	2025	Ongoing	21,838		0.68	Visitor behaviour/weather conditions	Adherence to management plan targets	Adherence to management plan targets	100%	Recreation and Enjoyment	Access and recreation	Operational Property Review
Access and recreation	Access Management	Access management	2025	Ongoing			0.09	Weather conditions	Surfaced path network and entrances are kept open and accessible: Management plan targets are met	All pathways kept clear and unobstructed path kept open and accessible	100%	Recreation and Enjoyment	Access and recreation	Operational Property Review
Community engagement	Access Management	Communication	2025	Ongoing			0.31	Staff time/skills to prepare newsletter	Newsletter subscribers maintained/ Social media posting levels maintained	Monthly enews articles published	12 / year		Community engagement	Access and recreation
Community engagement	Community Involvement and events	Volunteers, community engagement and events	2025	Ongoing			0.13	Community engagement/Volunteer support	Community engagement and volunteer support maintained at existing levels: Event attendee numbers monitored/Volunteer attendance statistics.	Number of volunteers/Number of event participants kept to 2023 levels or above	No. of vols:2800 Event participants: 1380	Recreation and Enjoyment	Community engagement	Access and recreation
Culture, heritage and learning	External Accreditation	External Accreditation	2025	Ongoing	2,192		0.01	Finance	External accreditation of site management: Green flag certification maintained	Green flag award	4/year	All	Nature conservation and resilience	Access and recreation
Culture, heritage and learning	Heritage Management	Heritage Management	2025	Ongoing			0.08	Weather conditions/vegetation growth	Heritage assets are kept open and accessible: Management plan targets are met	Management plan targets met	100%	Protection	Culture, heritage and learning	Access and recreation
Culture, heritage and learning	Heritage Management	Partnership/landscape working	2025	Ongoing		100,000	0.08	Third party engagement/staff time	Improved biodiversity resilience through greater cooperation with adjacent landowners and other stakeholders	Farthing Downs and Kenley Common initiatives undertaken as agreed with the EF&CC	100%	Protection	Nature conservation and resilience	
Income generation	Income management	Administrative income	2025	Ongoing	6,000		0.16	Licence and wayleave holder engagement and cooperation.	No acquisition of third party rights: Boundary monitoring and licencing of all events	No loss of land or rights to third party claims	0	Protection	Income generation	
Income generation	Income management	Grants	2025	Ongoing			0.07	Grant conditions variability and availability of schemes	Grant funding for works maintained or enhanced: Grant income	income generated/CSS grant options delivered and evidence collected.	>£40,000	All	Income generation	
Income generation	Income management	Commercial Projects	2025	2027		30,000	0.00	Start up funding/development capacity	Additional income streams/opportunities developed (Café at Kenley/Farthing Downs and	income generated	TBC	Recreation and Enjoyment	Income generation	Access and recreation

									camper van parking in car parks.)				
Income generation	Income management	Sponsorship	2025	Ongoing			0.00	Staff time to develop new schemes/public engagement/ financial processes to manage income	An increase in annual sponsorship funding to £10,000/year after five years:	Income generated	£10,000 (by 2030)		Income generation
Nature conservation and resilience	Biodiversity monitoring	Biodiversity/environmental monitoring	2025	Ongoing			0.64	Specialist contractor/volunteers availability/Trained RECORDER system users	Improved evidence of the biodiversity impact of management: Management plan targets met	Biological records entered on to the RECORDER database	100%	Natural Aspect	Nature conservation and resilience
Nature conservation and resilience	Habitat Management	Woodland Management	2025	Ongoing			0.99	Weather impacts/Volunteer availability	Improved biodiversity resilience/Management plan targets met	Area of Coppice cut each year	0.5ha/year	Natural Aspect	Nature conservation and resilience
Nature conservation and resilience	Habitat Management	Pollard and Veteran Tree Management	2025	Ongoing	10,000		0.06	Weather impacts/Contractor availability	Improved biodiversity resilience: CSS Targets met	Number of veteran trees managed in line with management plan. Trees surveyed annually	Trees managed according to survey	Natural Aspect	Nature conservation and resilience
Nature conservation and resilience	Habitat Management	Wood pasture management	2025	Ongoing			0.12	Weather/Volunteer availability	Improved biodiversity resilience: CSS Targets met	Area of wood pasture managed each year	6.4 ha/year		
Nature conservation and resilience	Habitat Management	Grassland management	2025	Ongoing	17,245		0.11	Weather impacts/Volunteer availability/Contractor availability	Improved biodiversity resilience Management plan targets met	Grassland managed as per the CSS program	148ha/year	Natural Aspect	Nature conservation and resilience
Nature conservation and resilience	Habitat Management	Grazing Management	2025	Ongoing		180,000	2.66	Weather impacts	Improved biodiversity resilience: CSS Targets met	Area of land grazed each year	102ha/year	Natural Aspect	Nature conservation and resilience
Nature conservation and resilience	Habitat Management	Scrub Management	2025	Ongoing	1,950		0.47	Volunteer availability	Improved biodiversity resilience Management plan targets met	Length of hedgerow managed each year by cutting or laying	3200m/year	Natural Aspect	Nature conservation and resilience
Nature conservation and resilience	Habitat Management	Wetland/pond Management	2025	Ongoing	3,600		0.01	Volunteer availability/Funding for contract work	Improved biodiversity resilience/Management plan targets met	Number of ponds managed	5/year	5/year	Nature conservation and resilience
Sustainable Business Model	Risk Management	Legal advice	2025	ongoing		5,000		Finance	Advice on legal issues impacting the Charity	NA	NA	Protection	Operational Property Review
Sustainable Business Model	Climate Resilience Project	All vehicles Euro 6	2025	2026/27		56,000	0.00	Finance	Reduced air pollution originating from COL vehicles	The amount of congestion charge fees paid	£0		Operational Property Review

Sustainable Business Model	Climate Resilience Project	Transform efficiency of Estate Office through adoption of technology (GSHP)	2025	2030		125,000	0.00	Finance/Technical support					Operational Property Review	
Sustainable Business Model	Climate Resilience Project	Provide vehicle charging points in Car Parks	2025	2030		8,000	0.00	Finance/technical support	Improved income generation from Riddlesdon and Farthings Downs car parks	income generated	TBC		Operational Property Review	
Sustainable Business Model	Climate Resilience Project	Photovoltaics at Estate Office	2025	2030		46,000	0.00	Finance/Contractor availability/Technical support	Increased sustainable energy use	Amount of energy used from site generated infrastructure	TBC		Operational Property Review	
Sustainable Business Model	Risk Management	Tree Safety	2025	Ongoing		40,000	0.32	Weather conditions/Tree pest and disease occurrence/Change of target	No increase in tree safety incidents: Tree safety risk management process	Adherence to tree safety policy	100%		Operational Property Review	
Sustainable Business Model	Risk Management	Asset and estate safety	2025	Ongoing			0.40	Weather conditions	No H & S or property damage incidents reported: 20 year asset plan progressed implemented/Management plan target met/	Number of H & S or property damage incidents reported	0	Recreation and Enjoyment	Operational Property Review	
Sustainable Business Model	Risk Management	Visitor safety management	2025	Ongoing	8,995		0.10		No increase in visitor safety incidents	Adherence to risk assessment	100%	Recreation and Enjoyment	Operational Property Review	Access recreation
Access and recreation	Access Management	A welcoming place	2025	Ongoing	6,896		0.34	Visitor behaviour/weather conditions	Adherence to management plan targets	Adherence to management plan targets	100%	Recreation and Enjoyment	Access and recreation	Operational Property Review
Access and recreation	Access Management	Access management	2025	Ongoing	500		0.05	Weather conditions	Surfaced path network and entrances are kept open and accessible: Management plan targets are met	All surfaced path kept open and accessible	100%	Recreation and Enjoyment	Access and recreation	Operational Property Review
Community engagement	Access Management	Communication	2025	Ongoing			0.11	Staff time/skills to prepare newsletter	Newsletter subscribers maintained/ Social media posting levels maintained	Monthly enews articles published	12 / year		Community engagement	Access recreation
Community engagement	Community Involvement and events	Volunteers, community engagement and events	2025	Ongoing			0.07	Community engagement/Volunteer support	Community engagement and volunteer support maintained at existing levels: Event attendee numbers monitored/Volunteer attendance statistics.	Number of volunteers/Number of event participants kept to 2023 levels or above	1500	Recreation and Enjoyment	Community engagement	Access recreation

Culture, heritage and learning	External Accreditation	External Accreditation	2025	Ongoing	917		0.00	Finance	External accreditation of site management: Green flag certification maintained	Green flag award	2/year	All	Nature conservation and resilience	Access recreation
Culture, heritage and learning	Heritage Management	Heritage Management	2025	Ongoing			0.04	Weather conditions/vegetation growth	Heritage assets are kept open and accessible: Management plan targets are met	Management plan targets met	1	Protection	Culture, heritage and learning	Access recreation
Culture, heritage and learning	Heritage Management	Partnership/landscape working	2025	Ongoing			0.00	Third party engagement/staff time	Improved biodiversity resilience through greater cooperation with adjacent landowners and other stakeholders	Partnership initiatives undertaken as agreed with the EF&CC	100%	Protection	Nature conservation and resilience	
Income generation	Income management	Administrative income	2025	Ongoing			0.02	Licence and wayleave holder engagement and cooperation.	No acquisition of third party rights: Boundary monitoring and licencing of all events	No loss of land or rights to third party claims	0	Protection	Income generation	
Income generation	Income management	Grants	2025	Ongoing			0.04	Grant conditions variability and availability of schemes	Grant funding for works maintained or enhanced: Grant income	income generated/CSS grant options delivered and evidence collected.	CSS grant claim submitted as per agreements 100%	All	Income generation	
Nature conservation and resilience	Biodiversity monitoring	Biodiversity/environmental monitoring	2025	Ongoing			0.07	Specialist contractor/volunteers availability/Trained RECORDER system users	Improved evidence of the biodiversity impact of management: Management plan targets met	Biological records entered on to the RECORDER database	100%	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Woodland Management	2025	Ongoing	4,750		0.11	Weather impacts/Volunteer availability	Improved biodiversity resilience/Management plan targets met	1 compartment Chestnut (10yr rotation) 1 compartment Hazel (12 yr rotation)	1 compartment each /year	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Pollard and Veteran Tree Management	2025	Ongoing	3,000		0.01	Weather impacts/Contractor availability	Improved biodiversity resilience: CSS Targets met	Number of veteran trees managed in line with management plan. Trees surveyed annually	Trees managed according to survey	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Deadwood Management	2025	Ongoing			0.01	Weather impacts/Volunteer availability/Contractor availability	Improved habitat quality for Saproxyllic invertebrates and fungi	Five yearly assessment of the volume of standing and fallen deadwood	>80m3	Natural Aspect	Nature conservation and resilience	

Nature conservation and resilience	Habitat Management	Scrub Management	2025	Ongoing			0.05	Volunteer availability	Improved biodiversity resilience/Management plan targets met	Scrub managed on rotation	Annual program implemented	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Heathland Management	2025	Ongoing	1,500		0.04	Volunteer availability	Improved biodiversity resilience/Management plan targets met	Thriving heathland with standard age classes of pioneer, building, mature and senescent.	Annual program implemented	Natural Aspect	Nature conservation and resilience	
Nature conservation and resilience	Habitat Management	Grassland management	2025	Ongoing	6,896		0.03	Weather impacts/Volunteer availability/Contractor availability	Improved biodiversity resilience/Management plan targets met	Grassland managed as per the CSS program	100%	Natural Aspect	Nature conservation and resilience	
Sustainable Business Model	Risk Management	Tree Safety	2025	Ongoing	9,000		0.12	Weather conditions/Tree pest and disease occurrence/Change of target	No increase in tree safety incidents: Tree safety risk management process	Adherence to tree safety policy	100%		Operational Property Review	
Sustainable Business Model	Risk Management	Asset and estate safety	2025	Ongoing			0.20	Weather conditions	No H & S or property damage incidents reported: 20 year asset plan progressed implemented/Management plan target met/	Number of H & S or property damage incidents reported	0	Recreation and Enjoyment	Operational Property Review	
Sustainable Business Model	Risk Management	Visitor safety management	2025	Ongoing			0.01		No increase in visitor safety incidents	Adherence to risk assessment	100%	Recreation and Enjoyment	Operational Property Review	Access recreat

Committee(s): Epping Forest and Commons Committee	Dated: 23/01/2025
Subject: The Commons: Licences, wayleaves and produce fees and charges for 2025/26	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> • Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	NA
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	NA
Report of: Katie Stewart, Executive Director Environment	For Decision
Report author: Geoff Sinclair, Assistant Director, The Commons	

Summary

This report presents proposals for an October 2024 Retail Price Index increase of 3.4 % in 2025/26 on charges levied for licensed activities produce sales and formal sports. This is forecast to generate additional income of £503 in 2025/26.

In 2023/24 the licensing of activities and product sales at the Commons raised a total of £191,634.09. This was a reduction of 7.8% on the income raised in 2022/23 with the difference due to the highly variable filming income being down by 22%. A one-off significant licensing charge offset some of the impact of the reduced filming income.

Car park charges raised a total of £154,048.89, a reduction of 1.3% on the income raised in 2022/23. Changes to car park charges are done periodically with the next uplift in charges proposed for April 2026.

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.

Decisions taken in relation to the recommendations in this report need to be made by the City of London Corporation in its capacity as trustee of each of the following charities: Burnham Beeches and Stoke Common, West Wickham and Spring Park Wood, Coulsdon and other Commons and Ashted Common. The trustee must be satisfied that the action proposed is in the best interests of each particular charity.

Recommendation

Members are asked, acting for and on behalf of the trustee of each of the charities listed in paragraph 21, to:

- Note the income generated in 2023/24 from charged activities in The Commons; and
- Agree the proposed licence fees and sports charges for 2025/26 as itemised in Appendix 2.

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 Corporation 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 Corporation of London 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 2023/24 with the previous year's figures provided for comparison. The charges for 2023/24 are given in Appendix 1.

Income Activity	2022/23	2023/2024
Licensing	£5,208.62	£31,073.93
Produce Sales	£19,923.67	£15,282.28
Filming	£174,485	£136,557.00
Wayleaves	£8,011.80	£8,720.88
TOTAL Excl Car parking charges	£207,629.09	£191,634.09
Car Parking Income	£155,937.66	£154,048.89
TOTAL Incl Car parking charges	£363,566.75	£345,682.98

5. The 7.8% reduction in the income, excluding car parking charges, generated in 2023/24 when compared to 2022/23 was largely due to a 22% reduction in the filming income at Burnham Beeches. Filming income is highly variable and can vary widely from year to year. Increased licence income at Ashted Common from a one-off large transport improvement scheme went some way to compensate for the reduced filming income.
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 for car parking) at a figure of 3.4 % as detailed in Appendix 2. **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. **This is not recommended.**

Proposals

8. Proposed charges for 2025/26 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 in October is normally used to set the increase percentage with a figure of 3.4% being used across the Epping Forest and the Commons charities.
 - b. The budget requirement to generate additional income and to reduce the requirement to make further expenditure savings in order to remain within each charity's local risk resource base.
 - 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 3.4% 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 2026 and work to progress this will be undertaken during 2025. A further report will be presented to Committee following the review.

Key Data

10. Overall earned income and grants raised £772,210.70 in 2023/24. The 3.4% increase is only applied to some categories as proposed in this report as some income such as grants cannot be altered.
11. During the period £340,120.22 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

12. These charges support the Corporate Plan Policy aims and priorities to promote flourishing public spaces.

Financial implications

13. 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.' It is estimated that the change to the standard fees of 3.4% will raise a further £503 of income from wayleaves and licences which will be credited to the relevant charity's local risk budget.

Legal Implications

- 14. Charity Law:** In its role as trustee of the Ashtead Common, Burnham Beeches & Stoke Common and West Wickham & Spring Park Wood and Coulsdon and Other Commons registered charities (numbers 1051510, 232987, 232988 and 232988-1) the City Corporation is under a duty to act in the best interests of the charity.
- 15. 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.
- 16. 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.
- 17. 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.
- 18. 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

- 19.** 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

- 20.** Ashtead Common (number 1051510), Burnham Beeches & Stoke Common (number 232987), West Wickham Common & Spring Park Wood (number 232988) and Coulsdon and other Commons (number 232988-1) are registered charities. Charity Law obliges Members to ensure that the decisions they take in relation to the Charity are 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

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

Risk Implications

- 22.** Raising fees by the proposed 3.4 % may attract negative publicity for the City of London Corporation possibly mitigated by the car park charges remaining unchanged.

Equalities Implications

- 23.** 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.
- 24.** 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

- 25.** 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

- 26.** 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.
- 27.** 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 – 2024/2025 charges

Appendix 2 - Proposed charges 2025/26

Background Papers

1. The Commons - Licences, sports, wayleaves and produce fees and charges
EF&CC Report 25 Jan 2024
2. Open Spaces Departmental Events Policy (Part One) undated
3. The Commons, Open Spaces Departmental Events Policy (Part Two) undated

Geoff Sinclair

Assistant Director The Commons

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THE COMMONS LICENSING CHARGES - 2024/25

Increase 6.1%

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

	2024/25 CHARGES		When Payable
Standard Application Fee	£ 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* <i>*where events are free entry additional charges will be made relative to the loss of amenity / scale of event</i>	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-£338	£0-£672
		50-499	£438 + 5 % of ticket price	£876 + 5 % of ticket price
		500-4999	£1309 + 5% of ticket price	£2619 + 5% of ticket price
		5000+	by negotiation	by negotiation
		Regular run/ walk* / cycle**events by clubs	Up to 20 events each year*	Less than 100

<i>*walks with under 25 participants where no charge is made will generally not incur a charge **please note we do not license competitive speed cycle races</i>	up to 15 events each year*	100-500	Annual Fee £243 (includes administration) plus 5% entrance fees	Annual Fee £486 (includes administration) plus 5% entrance fees
Deposit (to reserve location and date)			25% of basic hire fee	25% 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 receptions/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	Coulsdon Common, 1 Football Pitch (for season)	£443
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OTHER GUIDED ACTIVITY OR EDUCATIONAL OFFER

Small Commercial Guided Walks and Tours eg Mindfulness		Up to max 100	£33+ 10% of ticketed price per participant	£67 + 10% of ticketed price per participant
Forest Schools	Licence		£33 + 5% of fee charged per pupil	£67 + 5% of fee charged per pupil
	Tree surveying (as required)		Price on application	Price on application

FILMING AND PHOTOGRAPHY

Commercial Photography	Standard shoot based on 12 hours per day	1st Hour fee	£328.00
		Any subsequent hours depending on number	£196-£319
TELEVISION- Advertisement	Standard shoot based on 12 hours per day		£2831-£4123
FILMS - Feature			£2831-£4581
TELEVISION- Drama/Feature			£1571-£2291
TELEVISION- Light Entertainment			£981-£1701
TELEVISION- Documentary			£524-£785
TELEVISION- News			No Charge
STUDENT PRODUCTION			No Charge
UNIT BASE - TV & Small feature films			£654.00
STAND BY DAYS (No work undertaken)			£654.00

SET DRESSING, CONSTRUCTION, PREPERATION & 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		£33 plus costs
Adminstration Fee			£160/application

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

Skips	Use of land	per week	£123.00
Hire of car parks for events or compounds per 8 hours			Price on application
Scaffolding	Area per day (m ²)		£5.57 per m ² per day + VAT
	Minimum overall charge inc admin		£279.00
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 across The Commons)	Weekdays	Cars/motorbikes/vehicles up to 17 seats	£1.50 up to 2 hrs/ £3 all day
	Weekdays	Minibuses /coaches over 17 seats	£18.00 all day
	Weekends and Bank Holidays	Cars/motorbikes/vehicles up to 17 seats	£3.00 all day
	Weekends and Bank Holidays	Minibuses /coaches over 17 seats	£18.00 all day
	Blue Badge holders		Free
	Annual Permit	Single car	£180.00
	Annual Permit	Two cars	£200.00
	Monthly permit	Single car	£16.00
	Monthly permit	Two cars	£18.00
Penalty Charge Notice		£70 (Reduced to £35 if paid within 14 days)	

Staff Charges

STAFF Charges	Officer time		£45/hour
	Head Ranger/Manager		£64/hour
	Consultants Time		£134/hour
	Film Location Manager	If deemed necessary	£524/day (upto 12 hours/day)
	Staff Supervision call out charge		£98/hour

Miscellaneous Charges

Room Hire at Ashtead and Merlewood - per hour	£55
Room hire at Burnham Beeches - per hour	Half day £181- £227
	Full day £359 - £448
	Refreshments £5.57 + VAT a head

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THE COMMONS LICENSING CHARGES - 2025/26

Increase 3.4%

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

	2025/26 CHARGES		When Payable
Standard Application Fee	£ 34.00	£ 69.00	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* <i>*where events are free entry additional charges will be made relative to the loss of amenity / scale of event</i>	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-£349	£0-£695
		50-499	£453+ 5 % of ticket price	£906 + 5 % of ticket price
		500-4999	£1354 + 5% of ticket price	£2708 + 5% of ticket price
		5000+	by negotiation	by negotiation
		Regular run/ walk* / cycle**events by clubs	Up to 20 events each year*	Less than 100

*walks with under 25 participants where no charge is made will generally not incur a charge **please note we do not license competitive speed cycle races	up to 15 events each year*	100-500	Annual Fee £251 (includes administration) plus 5% entrance fees	Annual Fee £503 (includes administration) plus 5% entrance fees
Deposit (to reserve location and date)			25% of basic hire fee	25% of basic hire fee
Damage Deposit (Refundable)			£631 or 20% of hire fee whichever is the lesser	£631 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
One off Sponsored or fundraising events such as charity fun run/ walk/ cycle/ run/ competition/ horse event*	Includes an event with entrance marker, first aid, table of drinks	Less than 1-499	£1.25 per person or 10% of entrance fee/minimum sponsorship requirement, whichever is greater. Minimum	£2.50 per person or 10% of entrance fee/minimum sponsorship requirement, whichever is greater Minimum sponsorship fee
		More than 500 – apply through events licence		See events charges
Private events (wedding receptions/party) max 150			£1,389	

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	£69 per day or metered charge
Electricity	Use of City of London supplies	£69 per day or metered charge

SPORTS COACHING OR TRAINING

Football pitch hire	Coulsdon Common, 1 Football Pitch (for season)	£458
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OTHER GUIDED ACTIVITY OR EDUCATIONAL OFFER

Small Commercial Guided Walks and Tours eg Mindfulness		Up to max 100	£34+ 10% of ticketed price per participant	£69 + 10% of ticketed price per participant
Forest Schools	Licence		£34 + 5% of fee charged per pupil	£69 + 5% of fee charged per pupil
	Tree surveying (as required)		Price on application	Price on application

FILMING AND PHOTOGRAPHY

Commercial Photography	Standard shoot based on 12 hours per day	1st Hour fee	£339.00
		Any subsequent hours depending on numbers	£203-£330
TELEVISION- Advertisement			£2927-£4263
FILMS - Feature			£2927-£4264
TELEVISION- Drama/Feature			£1624-£2369
TELEVISION- Light Entertainment			£1014-£1759
TELEVISION- Documentary			£542-£812
TELEVISION- News			No Charge
STUDENT PRODUCTION	Standard shoot based		No Charge

UNIT BASE - TV & Small feature films	on 12 hours per day		£676.00
STAND BY DAYS (No work undertaken)			£676.00
SET DRESSING, CONSTRUCTION, PREPERATION & 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		£34 plus costs
Adminstration Fee			£165/application

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

Skips	Use of land	per week	£127.00	
Hire of car parks for events or compounds per 8 hours			Price on application	
Scaffolding	Area per day (m ²)		£5.76 per m ² per day + VAT	
	Minimum overall charge inc admin		£288.00	
Site compounds, storage, excavation/trenches	Area per day (m ²)		Small (under 5 m ²)	£6.62 per m ² per day +VAT
			Medium (5 m ² up to 10 m ²)	£5.17 per m ² per day + VAT
			Large (over 10 m ²)	£4.65 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 across The Commons)	Weekdays	Cars/motorbikes/vehicles up to 17 seats	£1.50 up to 2 hrs/ £3 all day
	Weekdays	Minibuses /coaches over 17 seats	£18.00 all day
	Weekends and Bank Holidays	Cars/motorbikes/vehicles up to 17 seats	£3.00 all day
	Weekends and Bank Holidays	Minibuses /coaches over 17 seats	£18.00 all day
	Blue Badge holders		Free
	Annual Permit	Single car	£180.00
	Annual Permit	Two cars	£200.00
	Monthly permit	Single car	£16.00
	Monthly permit	Two cars	£18.00
	Penalty Charge Notice		£70 (Reduced to £35 if paid within 14 days)

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Staff Charges

STAFF Charges	Officer time		£47/hour
	Head Ranger/Manager		£66/hour
	Consultants Time		£139/hour
	Film Location Manager	If deemed necessary	£542/day (upto 12 hours/day)
	Staff Supervision call out charge		£101/hour

Miscellaneous Charges

Room Hire at Ashtead and Merlewood - per hour	£57
Room hire at Burnham Beeches - per hour	Half day £187- £235
	Full day £371 - £463
	Refreshments £5.76 + VAT a head

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Committee(s)	Dated:
Epping Forest and Commons Committee	23/01/2025
Subject: Ashtead Common Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2024	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?	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: The Chamberlain Executive Director Environment	For Information
Report author: Clem Harcourt, Chamberlain's Department	

Summary

The final version of the Trustee's Annual Report and Financial Statements for the year ended 31 March 2024 for Ashtead Common charity (charity registration number 1051510) are presented for information in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the the Trustee's Annual Report and Financial Statements for the 2023/24 Financial Year be noted.

Main Report

1. The Trustee's Annual Report and Financial Statements for Ashtead Common charity for the year ended 31 March 2024 are presented for information having been signed on behalf of the Trust by the Chairman and Deputy Chairman of Finance Committee and the independent examiner, Crowe U.K LLP.
2. Members may also wish to note that a draft version of the 2023/24 Annual Report and Financial Statements was previously presented to your Committee in September 2024. In addition, the information contained within the Annual Report and Financial Statements has already been presented to your Committee via the outturn report in July 2024.
3. The Trustee's Annual Report and Financial Statements for 2023/24 was previously approved by Finance Committee in November 2024 on behalf of the Trustee in line with the arrangements in place for other charities in which the City is trustee.

4. A previous review of the charities for which the City is responsible detailed key reports that should be presented to your Committee. The Trustee's Annual Report and Financial Statements was one of these reports. Information from these statements also forms part of the Annual Return to the Charity Commission which is due to be filed ahead of the regulatory deadline of 31 January 2025.

Appendices

- Appendix 1 – Ashted Common Annual Report and Financial Statements for the year ended 31 March 2024

Clem Harcourt
Chamberlain's Financial Services Division

E: clem.harcourt@cityoflondon.gov.uk

Ashtead Common

Annual Report and Financial Statements for the
year ended 31 March 2024

Charity registration number 1051510

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ORIGINS OF THE CHARITY

Ashtead Common is a 200-hectare nature reserve, home to over 1,000 living ancient oak pollards. Its natural and cultural heritage are of national importance, the legacy of centuries of interaction between people and the environment. The Ashtead Common charity was established under the Corporation of London (Open Spaces) Act 1878 which states that the purpose of the charity is the preservation of the Common at Ashtead for the recreation and enjoyment of the public.

Acquisition

The City of London acquired the Lordship of the Manor of Ashtead from the Trustees of Lord Barnby's Charitable Foundation on March 25th 1991. It was the wish of the Trustees that the nature of the Common be forever preserved for the use and benefit of the general public. To achieve this, they approached Mole Valley District Council, who already held a lease for Woodfield, to see whether they would be prepared to purchase the Common. In subsequent negotiations it was agreed that Mole Valley District Council would complete the acquisition of the southern part of Woodfield for the sum of £875. The Trustees transferred the remainder of the Common directly to the City of London for the sum of £29,125.

Protected rights and designations

Ashtead Common was registered as a common in 1968 (register unit number CL 280). An entry was made in the Register of Common Land in 1970 to record rights in common held by the private owners of Newton Wood. These include rights of access, right of pasture for four cattle, estovers (collection of fallen branches or bracken) and turbary (turf or peat). In conjunction with Epsom Common, much of Ashtead Common (180 hectares) was designated as a Site of Special Scientific Interest (SSSI) in 1955 for its diversity of habitat, rare invertebrates (particularly decaying wood specialists, flies and butterflies) and rich community of breeding birds. Woodfield (8 hectares) was not included but was later designated as a Site of Nature Conservation Importance for species diversity with rare species present. The area designated as National Nature Reserve (NNR) on September 26th 1995 follows the SSSI boundary, so it too is 180 hectares in size. As well as Woodfield, the other notable exclusions include the City owned land south of the railway line (sometimes called Howards or Craddocks Wood), and a thin strip adjacent to the railway line between the Woodlands Road entrance and Bridleway 38. Ashtead Common was registered as a charity on December 19th 1995.

Community involvement and visitors

The City of London adopted aspects of the Community Woodland model when it acquired Ashtead Common in 1991, and the local community has been an integral part of the Commons' management ever since. Primarily it is through practical conservation volunteering that the local community is involved. Much of the work to manage the Common is literally done by the local community itself.

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

The Governing Document is the Corporation of London (Open Spaces) Act 1878. The charity is constituted as a charitable trust.

GOVERNANCE ARRANGEMENTS

The Mayor and Commonalty and Citizens of the City of London (also referred to as 'the City Corporation' or 'the City of London Corporation'), a body corporate and politic, is the trustee of Ashtead Common. The City Corporation is trustee acting by the Court of Common Council of the City of London in its general corporate capacity and that executive body has delegated responsibility in respect of the administration and management of this charity to various committees and sub-committees of the Common Council, membership of which is drawn from 125 elected Members of the Common Council and external appointees to those committees. In making appointments to committees, the Court of Common Council will take into consideration any particular expertise and knowledge of the elected Members, and where relevant, external appointees. External appointments are made after due advertisement and rigorous selection to fill gaps in skills. Elected Aldermen and Members of the City of London Corporation are appointed to the Epping Forest and Commons Committee governing Ashtead Common by the Court of Common Council of the City of London Corporation.

Members of the Court of Common Council are unpaid for support provided to the Charity and are elected by the electorate of the City of London. The key Committees which had responsibility for directly managing matters related to the charity during 2023/24 were as follows:

- **Policy and Resources Committee** – responsible for allocating resources and administering the charity.
- **Finance Committee** – responsible for controlling budgets, support costs and other central charges that affect the charity as a whole.
- **Audit and Risk Management Committee** – responsible for overseeing systems of internal control and making recommendations to the Finance Committee relating to the approval of the Annual Report and Financial Statements of the charity.
- **Epping Forest and Commons Committee** - responsible for the activities undertaken at Ashtead Common, approving budget allocations for the forthcoming year and acting as Trustee of the charity.

All of the above committees are ultimately responsible to the Court of Common Council of the City of London. Committee meetings are held at the Trustee's discretion in public (except where it is not considered in the charity's best interests to do so), supporting a decision-making process which is clear, transparent and publicly accountable.

The charity is consolidated within City's Estate as the City of London Corporation exercises operational control over their activities. City's Estate, which was renamed from City's Cash during 2023/24, is a fund of the City Corporation that can be traced back to the 15th century

and has been built up from a combination of properties, land, bequests and transfers under statute since that time. Investments in properties, stocks and shares are managed to provide a total return that:

- Allows City's Estate to use the income for the provision of services that are of importance nationally and internationally as well as to the City and Greater London;
- Maintains the asset base so that income will be available to fund services for the benefit of future generations.

The trustee believes that good governance is fundamental to the success of the charity. An initial review of governance has been undertaken to ensure that the charity is effective in fulfilling its objectives, and further more detailed work is currently being undertaken as part of a review of the City of London Corporation's Natural Environment charities. This review is due to be completed by December 2024. Reference is made to the good practices recommended within the Charity Governance Code, with a focus on ensuring regulatory compliance and the ongoing maintenance of an efficient and effective portfolio of charities that maximise impact for beneficiaries.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charity is administered in accordance with its governing instruments and the City Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 25.

Each Member by virtue of their membership of the Court of Common Council, its relevant committees and sub-committees, has a duty to support the City Corporation in the proper exercise of its functions and in meeting its duties as trustee of the charity by faithfully acting in accordance with charity law, the Terms of Reference of the relevant committee or sub-committee, and the City of Corporation's agreed corporate governance framework as noted above, backed up by its standards regime.

As part of the City of London Corporation's restructure, the Open Spaces Department merged with Planning & Transportation and Port Health & Environmental Services to form a new Environment Department. Ashtead Common became part of the Environment Department from 1 April 2022.

INDUCTION AND TRAINING OF MEMBERS

The City Corporation makes available to its Members, seminars and briefings on various aspects of its activities, including those concerning the charity, to enable Members to carry out their duties efficiently and effectively. Induction meetings are provided on specific aspects of the work of Ashtead Common. If suitable seminars or other training options are identified that are relevant to the charity, Members are advised of these opportunities.

OBJECTIVES AND ACTIVITIES

The objective of the charity is the preservation in perpetuity of the common at Ashtead as an open space for the recreation and enjoyment of the public.

Purposes of the charity as set out in the governing document, the Corporation of London (Open Spaces) Act 1878:

- Ashtead Common to be kept as open space for public recreation.
- Natural aspect to be preserved.
- Protect the timber and other trees, pollards, shrubs, underwood and herbage.
- Land to be unenclosed and unbuilt upon, except those features required for better attainment of the Act and deemed necessary by the City.
- Byelaws protecting the site and its features to be enforced.
- Encroachments to be resisted and abated.

Main activities undertaken in relation to these purposes:

- Practical conservation management activities to maintain the biodiversity of Ashtead Common, such as tree surgery work on the veteran oak pollards, bracken suppression and management of firebreaks, scrub, grassland and wetland habitats.
- Providing volunteering opportunities to encourage community involvement.
- Providing and maintaining facilities for informal recreation.
- Grazing with cattle.
- Protecting Ashtead Common and its users from harm by patrolling, enforcing byelaws, resisting encroachments, challenging threats and managing assets.
- Providing educational activities and events.
- Surveying and monitoring, for wildlife, visitor use, archaeological investigations and pollution monitoring.
- Managing and protecting Scheduled Monuments, including a Roman villa and tileworks.
- Managing and creating watercourses and water management systems.

Ashtead Common's natural and cultural heritage are of national importance, the legacy of centuries of interaction between people and the environment. As we progress through the 2020's and beyond the challenge of protecting this valuable resource will increase as pressures from environmental and human factors mount.

Aims of the charity

- Maintain the biodiversity of Ashtead Common by managing habitats to favourable condition and achieving conservation gains that benefit the site and beyond.
Governing document link: preserve natural aspect, protect the timber and other trees, pollards, shrubs, underwood and herbage.
- Encourage the sustainable use of Ashtead Common for recreation and promote community involvement in all aspects of the site.
Governing document link: commons acquired by the City to be kept as open spaces for the recreation and enjoyment of the public
- Protect Ashtead Common and its users from harm. Challenge threats and maintain assets, including heritage assets, in good condition.
Governing document link: open spaces kept unenclosed and unbuilt upon. Shall by all lawful means prevent, resist and abate enclosures, encroachments and buildings upon. The City may from time to time make and alter byelaws.

The Ashtead Common Management Plan describes the strategy for achieving these aims.

Volunteers

Volunteering remains strong at Ashtead Common. In total 6,320 hours of volunteering was achieved during the year (2022/23: 6,070 hours). The majority of this input was directly supervised by staff, but the figure also includes activities such as tool maintenance undertaken with little staff supervision.

Remuneration Policy

The charity's senior staff are employees of the City Corporation and, alongside all staff, pay is reviewed annually. The City Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for the payment of recognition awards.

The above policy applies to staff within the charity's key management personnel, as defined within note 7 to the financial statements.

The charity is committed to equal opportunities for all employees. An Equality and Inclusion Board has been established to actively promote equality, diversity and inclusion in service delivery and employment practices. The Board is responsible for monitoring the delivery of the Equality and Inclusion Action Plan and progress against the Equality Objectives. This also includes addressing the City Corporation's gender, ethnicity and disability pay gaps.

The City's Equality Objectives were recently reviewed in accordance with the Equality Act 2010 which requires public bodies to publish equality objectives every four years. The City's Equality Objectives were approved by Policy and Resources Committee in March 2024 covering the five year period from 2024 to 2029 to coincide with the City's Corporate Plan for 2024-29.

Senior staff posts of the City Corporation are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the relevant grade, which incorporates market factors as well as corporate importance.

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as "soliciting or otherwise procuring money or other property for charitable purposes". Although Ashtead Common charity does not undertake widespread fundraising from the general public, any such amounts receivable are presented in the financial statements as "voluntary income" including grants.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fundraisers, or third parties. The day-to-day management of all income generation is delegated to the executive team, who are accountable to the trustee. The charity is not bound by any regulatory scheme and does not consider it necessary to comply with any voluntary code of practice.

A donations page features on the Ashtead Common webpage, inviting and enabling the public to make an online donation.

The charity received nil complaints in relation to fundraising activities in the current year (2022/23: nil). Individuals are not approached for funds, hence the charity does not consider it necessary to design specific procedures to monitor such activities.

Public benefit statement

The Trustee confirms that it has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Ashtead Common's aims and objectives and in planning future activities. The purpose of the charity is the preservation in perpetuity of the common at Ashtead as an open space for the recreation and enjoyment of the public. Almost the entire open space is designated as a NNR and SSSI.

Past land use has influenced the Common, creating its rich ecological and cultural diversity. Today it is an important amenity resource for local people, who use the site for a variety of informal recreational and educational activities. Local people are actively encouraged to become involved as volunteers in all aspects of managing the Common.

Consequently, the Trustee considers that Ashtead Common operates to benefit the general public and satisfies the public benefit test.

REFERENCE AND ADMINISTRATIVE DETAILS

The administrative details of the charity are stated on page 25.

ACHIEVEMENTS AND PERFORMANCE

A full programme of conservation management was delivered by staff, volunteers and contractors.

The key targets for 2023/24 together with their outcomes were:

Landscape scale conservation – Actively support the proposals to enlarge the NNR to create a landscape scale designation that includes several sites in various ownerships near to Ashtead Common NNR. Additionally seek to engage with initiatives such as Local Nature Recovery Networks as the opportunity presents and continue to work with neighbours to safeguard and restore ecosystems beyond our boundaries (a NNR Standard).

The Ashtead team actively engaged with partners to progress the concept of a Super NNR that would encompass several sites near to Ashtead Common NNR. This included liaising with a local community group on the installation of a signalised crossing of the A243 Leatherhead Road near the Star Pub to improve access between the proposed NNR areas. Unfortunately, towards the end of the year Natural England decided to prioritise designations in other areas, so the Super NNR concept will not progress. However, the crossing proposal is still live, and communication links developed with the partners will be maintained.

Implementing the Management Plan – Work to manage the ancient oak pollards will recommence providing the trees are not subject to undue climatic stress. Wood pasture management will focus on areas around the ancient pollards, options for introducing virtual fencing will be reviewed to establish a likely timescale for their introduction. Pond maintenance regimes will also be reviewed. Survey and monitoring will focus mainly on saproxylic invertebrates.

The summer of 2022 was exceptionally dry, potentially causing stress to the ancient oak pollards, so a decision was taken not to work on them during the Autumn/Winter of 2022-23. This meant that there was a need to catch-up with the programme, and a total of 73 ancient trees had work done to them this Autumn-Winter as a result. Scrub and ride management were achieved according to the plan, and for the second year an emphasis was placed on managing firebreaks and residential boundaries to improve fire resilience.

Implement Countryside Stewardship – Delivery of the BE6 option to manage veteran trees will be adjusted to take account of the missed cutting cycle.

73 ancient trees were worked on during the autumn – winter of 2023. This partly caught-up with the backlog from 2022. All other options were delivered according to the schedule.

Provide volunteering opportunities – Provide high quality opportunities to engage with all aspects of the charities work. Seek ways to demonstrate the value of volunteering and the benefits it provides.

6,320 hours of volunteering were achieved during the year. Many of these hours were the result of the well-attended Thursday volunteer practical conservation group, but volunteers work alongside rangers regularly on other days too. Volunteers also undertake survey and monitoring work.

PLANS FOR FUTURE PERIODS

Key projects for 2024/25 include:

Implementing the Management Plan – The work to manage the ancient oak pollards will include work scheduled for this year, plus some catch-up work from the drought affected year in 2022. Wood pasture management will focus on areas around the ancient pollards, scrub management will be delivered according to the schedule. Survey and monitoring will focus on birds.

Implement Countryside Stewardship – Deliver year three of the 10-year agreement. Chemical control of bracken has been removed from the scheme because the herbicide used is no longer available. However, mechanical control of bracken will continue.

Introduce virtual fencing – Working with grazing partners Surrey Wildlife Trust, 10 Belted Galloway cattle will graze the common using the No Fence system. This allows enclosures to be established virtually and reports the position and movements of the cows, making the daily checks easier. Initially the virtual fence technology will be introduced alongside temporary electric fencing to ensure the system works as effectively on Ashtead Common as it does elsewhere.

Install 12 leaky dams – As part of the City's Carbon Reduction Project initiative to sequester carbon, locations for 12 leaky dams have been provisionally identified. The aim is that these dams will keep areas wetter for longer, thereby slowing the rate of decay and consequently carbon release from vegetative material stored in the soil. Although their impact on this front is likely to be marginal, the beneficial byproduct of slowing water runoff into and along the course of the Rye Brook will be impactful.

Provide volunteering opportunities – Provide high quality opportunities to engage with all aspects of the charities work. Seek ways to demonstrate the value of volunteering and the benefits it provides.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2023/24, the charity's total income for the year was £693,102, an overall increase of £133,930 against the previous year (£559,172). The increase was largely due to an increase in the deficit funding grant from the City of London due to an increase in expenditure.

Income from Charitable Activities (£28,348) comprised of charges for use of facilities and licences (2022/23: £2,633 from charges for use of facilities, licences and sales of timber). The increase in income was due to a one-off works compound licence being granted.

Grants income of £52,697 was received in the year (2022/23: £30,942). Payment rates for several options forming the Countryside Stewardship Scheme agreement were significantly increased resulting in the increase of grant income. The grants relate to Agri-environment schemes that provide funding to farmers and land managers to farm in a way that supports biodiversity, enhances the landscape, and improves the quality of water, air and soil.

The Ashtead Common website collected £726 in donations (2022/23: £1,660). This income is designated to the maintenance of the ancient trees of Ashtead Common. Other donations collected comprised £2,203 related to amounts contributed towards the hosting of events (2022/23: £410 contributions from hosting of events and supply of by-products to the local allotment)

An amount of £609,128 (2022/23: £523,527) was received from the City of London Corporation's City's Estate as a contribution towards the running costs of the charity. The grant increased in the year because it represents deficit funding required for any expenditure not covered by other income, and expenditure in the year increased as explained below.

Expenditure

Total expenditure for the year was £692,376 (2022/23: £557,512) all of which related to charitable activities. The increase was largely due to additional grounds maintenance being incurred on veteran tree management, due in part to catch-up work caused by the drought of summer 2022. A ride-on flail mower was also purchased during 2023/24 which will enable effective in-house delivery of work previously contracted out and resulted in additional expenditure being incurred on equipment purchases compared with the previous year.

Funds held

The charity's designated fund consists of unrestricted income which the Trustee has chosen to set aside for a specific purpose. Such designations are not legally binding, and the trustee can decide to "undesignate" the fund at any time. Designations as at 31 March 2024 were £2,386 (2022/23: £1,660). This relates to donations collected via the Ashtead Common website, designated to maintain ancient trees.

Details of funds held, including their purposes, are set out within note 12 to the financial statements.

Reserves

The charity is wholly supported by the City of London Corporation which is committed to maintain and preserve Ashtead Common out of its City's Estate Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. Consequently, this charity has no free reserves and a reserves policy is considered by the Trustee to be inappropriate.

Principal Risks and Uncertainties

The charity is committed to a programme of risk management as an element of its strategy to preserve the charity's assets. In order to embed sound practice the senior leadership team ensures that risk management policies are applied, that there is an on-going review of activity and that appropriate advice and support is provided. A key risk register has been prepared for the charity, which has been reviewed by the Trustee. This identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

The principal risks faced by the charity, and actions taken to manage them are as follows:

Risk	Actions to manage risks
Negative impacts of pests and diseases	Actions plans are in place to address Lyme Disease. The Tree Safety Policy is reviewed every three years and the local site risk map annually.
Decline in condition of assets	Buildings and structures, particularly byelaw boards, are monitored continuously. Officers report defects to the City Surveyor's Department and remove any which become unsound.
Negative impacts of development and encroachment	Local plans continue to be developed and are scrutinised and commented on when required. The situation is kept under regular review.
Climate change – fire, storms, drought, (ancient trees particularly vulnerable)	The Fire Management Plan is reviewed and updated bi-annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services. Storm monitoring and management and closure policies are in place and are linked to high staff awareness and training. Ongoing research and dialogue is undertaken to understand the potential impacts of climate change on Ashtead Common.
Water pollution of the Rye Brook	A remote monitoring device has been installed. This long-term monitoring will determine if the apparent improvements in water quality seen in summer 2022 are genuine and sustained.

TRUSTEE RESPONSIBILITIES

The Trustee is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustee to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustee must not approve the financial statements unless the Trustee is satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

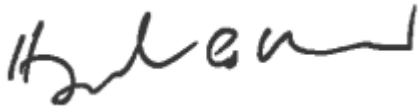
The Trustee is responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustee is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the Trustee has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Financial statements are published on the Trustee's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Trustee's website is the responsibility of the Trustee. The Trustee's responsibility also extends to the ongoing integrity of the financial statements contained therein.

Adopted and signed for on behalf of the Trustee.



Henry Nicholas Almroth Colthurst, Deputy
Chairman of Finance Committee of
The City of London Corporation

Randall Keith Anderson, Deputy
Deputy Chairman of Finance
Committee of The City of London
Corporation

Guildhall, London

31st October 2024

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEE OF ASHTEAD COMMON

I report to the Trustee on my examination of the accounts of Ashtead Common for the year ended 31 March 2024 which are set out on pages 14 to 24.

This report is made solely to the charity's Trustee, as a body, in accordance with section 154 of the Charities Act 2011. My independent examiner's work has been undertaken so that I might state to the charity's Trustee those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity, the charity's members as a body and the charity's Trustee as a body for my independent examiner's work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity Trustee of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

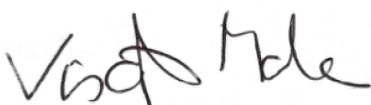
I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Vincent Marke, FCA

Crowe U.K LLP,
55 Ludgate Hill,
London,
EC4M 7JW
8 November 2024

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted Funds	Unrestricted Funds
	Notes	2023/24	2022/23
		£	£
Income from:			
Voluntary activities	2	55,626	33,012
Charitable activities	3	28,348	2,633
Grant from City of London Corporation	4	609,128	523,527
Total income		693,102	559,172
Expenditure on:			
Charitable activities:			
Preservation of Ashtead Common	5	692,376	557,512
Total expenditure		692,376	557,512
Net income/(expenditure)		726	1,660
Net movement in funds		726	1,660
Reconciliation of funds:			
Total funds brought forward	12	1,660	-
Total funds carried forward	12	2,386	1,660

All of the above results are derived from continuing activities.

There were no other recognised gains and losses other than those shown above.

The notes on pages 16 to 24 form part of these financial statements.

BALANCE SHEET**AS AT 31 MARCH 2024**

	Notes	2024	2023
		Total £	Total £
Current assets			
Debtors	9	38,733	35,520
Total current assets		38,733	35,520
Creditors: Amounts falling due within one year	10	(36,347)	(33,860)
Net current assets		2,386	1,660
Total assets less current liabilities		2,386	1,660
Total net assets		2,386	1,660
The funds of the charity:			
Unrestricted income funds	12	2,386	1,660
Total funds		2,386	1,660

The notes on pages 16 to 24 form part of these financial statements

Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty

Chamberlain of London and Chief Financial Officer

31st October 2024

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements of the charity.

(a) Basis of preparation

The financial statements of the charity, which is a public benefit entity under FRS102, have been prepared under the historical cost convention and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) and the Charities Act 2011.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustee considers that there are no material uncertainties about the charity's ability to continue as a going concern. The charity's governing documents place an obligation on the City of London Corporation to preserve the open spaces for the benefit of the public. Funding is provided from the City of London Corporation's City's Cash. On an annual basis, a medium-term financial forecast is prepared for City's Cash, covering the next 5 years from the period covered by these financial statements. The latest forecast anticipates that adequate funds will be available in the 12 months from the date of these financial statements being signed to enable the charity to continue to fulfil its obligations.

In making this assessment, the Trustee has considered the financial position, including future income levels and the liquidity of the charity over the next 12-month period. The assessment helps to provide assurances that the charity can continue to keep operating over the next 12-month period. For this reason, the Trustee continues to adopt a going concern basis for the preparation of the financial statements.

(c) Key management judgements and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of decisions about carrying values of assets and liabilities that are not readily apparent from other sources. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. Management do not consider there to be any material revisions requiring disclosure. In preparing the financial statements, management have not made any key judgements or assumptions.

(d) Statement of Cash Flows

The charity has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity.

A Statement of Cash Flows is included within the City's Estate Annual Report and Financial Statements 2024 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

All income is included in the Statements of Financial Activities (SOFA) when the charity is legally entitled to the income; it is more likely than not that economic benefit associated with the transaction will come to the charity and the amount can be quantified with reasonable certainty. Income consists of charges for use of facilities, contributions, grants (including government grants from the RPA), sales and license income.

The City of London Corporation's City's Estate meets the deficit on running expenses of the charity and also provides funding for certain capital works. This income is considered due each year end once the deficit on running expenses and capital works funding has been confirmed, and it recognised in the SOFA at this point.

(f) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under the principal categories of 'expenditure on raising funds' and 'expenditure on charitable activities'. Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Governance costs include the costs of governance arrangements which relate to the general running of the charity as opposed to the direct management of functions inherent in the activities undertaken. These include the costs associated with constitutional and statutory requirements such as the cost of Trustee meetings.

Support costs (including governance costs) include activities undertaken by the City Corporation on behalf of the charity, such as human resources, digital services, legal support, accounting services, committee administration, public relations and premises costs. These costs are recharged and the basis of the cost allocation is set out in Note 6.

The Trustee, the City Corporation, accounts centrally for all payroll related deductions. As a result, the charity accounts for all such sums due as having been paid.

(g) Pension costs

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefit scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Estate and Bridge House Estates) or the trusts it supports.

The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £49.9m as at 31 March 2024 (£142.6m as at 31 March 2023). Since any net deficit is apportioned between the financial statements of the City of London's three main funds, the charity's Trustee does not anticipate that any of the liability will fall on

the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in these financial statements.

Barnett Waddingham, an independent actuary, carried out the latest triennial actuarial assessment of the scheme as at 31 March 2022, using the projected unit method. The 31 March 2022 valuation was carried out in 2022/23 and has set contribution rates for the period 01 April 2023 to 31 March 2026 at 21%. Contribution rates adopted for the financial years 2020/21 2021/22 and 2022/23 were set at 21%.

(h) Taxation

The charity meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

(i) Fixed Assets

Heritage Land and Associated Buildings

Ashtead Common comprises 200 hectares (500 acres) of land located in North East Surrey, together with associated buildings. The object of the charity is the preservation in perpetuity of the common at Ashtead as an open space for the recreation and enjoyment of the public. Ashtead Common is considered to be inalienable (i.e. may not be disposed of without specific statutory powers).

Land and the original associated buildings are considered to be heritage assets. In respect of the original land and buildings, cost or valuation amounts are not included in these financial statements as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

Additions to the original land and capital expenditure on buildings and other assets would be included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured. Heritage assets are reviewed annually for indicators of impairment and adjustments recognised accordingly if required.

(j) Funds structure

Income, expenditure and gains/losses are allocated to particular funds according to their purpose:

Unrestricted income funds – these funds can be used in accordance with the charitable objects at the discretion of the Trustee and include both income generated by assets held representing unrestricted funds. Specifically, this represents any surplus of income over expenditure for the charity which is carried forward to meet the requirements of future years, known as free reserves.

Designated funds – these are funds set aside by the Trustee out of unrestricted funds for a specific purpose.

(k) Cash

Cash and cash equivalents include cash in hand, overdrafts (if any) and short term deposits and other instruments held as part of the Corporation's treasury management activities with original maturities of three months or less.

(l) Insurance

The charity, elected Members and staff supporting the charity's administration are covered by the City Corporation's insurance liability policies, and otherwise under the indemnity the City Corporation provides to Members and staff, funded from City's Estate.

2. INCOME FROM VOLUNTARY ACTIVITIES

	Unrestricted funds 2023/24 £	Unrestricted funds 2022/23 £
Grants	52,697	30,942
Donations	2,929	2,070
Total	55,626	33,012

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2023/24 £	Unrestricted funds 2022/23 £
Charges for use of facilities	26,452	482
Sales	-	500
Licenses	1,896	1,651
Total	28,348	2,633

4. INCOME FROM THE CITY OF LONDON CORPORATION

	Unrestricted funds 2023/24 £	Unrestricted funds 2022/23 £
Revenue and capital grant from City of London Corporation	609,128	523,527

Income for the year included:

Grants – being amounts received from organisations for delivering some or all of the charity's objects. Grants have been received from Natural England's Countryside Stewardship Scheme relating to works carried out at Ashtead Common during 2023/24. All grant income received has been fully recognised as revenue in the financial statements and

there were no unfilled conditions relating to the grant income received as at 31 March 2024. No other forms of government assistance were received by the charity during 2023/24.

Donations – consist of campaign donations collected through the Ashtead Common website plus voluntary contributions towards the hosting of events such as bat walks.

Grants from the City of London Corporation – being the amount received from the City of London Corporation's City's Estate to meet the deficit on running expenses of the charity.

Charitable activities – being amounts generated from licences, room hire, and charges made to the public for the use of facilities.

5. EXPENDITURE

	Direct costs £	Support costs £	Total 2023/24 £	Direct costs £	Support costs £	Total 2022/23 £
Preservation of Ashtead Common	582,217	110,159	692,376	440,048	117,464	557,512
Total	582,217	110,159	692,376	440,048	117,464	557,512

Charitable activity

Expenditure on the charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred in the running of Ashtead Common.

Independent examiner's remuneration and fees for other services

Crowe U.K. LLP are the auditors of the City of London City's Estate Fund and provide assurance services to all of the different charities of which it is Trustee. In 2023/24, an independent examination fee of £1,943 was recharged (2022/23: £2,000). No other services were provided to the charity by its examiners during the year (2022/23: £nil).

6. SUPPORT COSTS

Support costs include activities undertaken by the City of London Corporation on behalf of the Charity, such as human resources, digital services, legal support, accounting services, committee administration and premises costs. Such costs are determined on a departmental basis, and are allocated on a cost recovery basis to the charity based on time spent, with associated office accommodation charged proportionately to the space occupied by the respective activities, with the split of costs as follows:

	Charitable activities £	Governance £	2023/24 £	2022/23 £
Department:				
Chamberlain	11,326	-	11,326	20,081
Comptroller & City Solicitor	-	-	-	3,660
Town Clerk	-	15,279	15,279	18,054
City Surveyor	8,192	-	8,192	5,668
Natural Environment directorate	40,060	-	40,060	48,566
Other governance & support costs	2,865	1,943	4,808	4,987
Digital Services	30,494	-	30,494	16,448
Sub-total	92,937	17,222	110,159	117,464
Reallocation of governance costs	17,222	(17,222)	-	-
Total	110,159	-	110,159	117,464

All support costs are undertaken from unrestricted funds. Governance costs are allocated based on a proportion of officer time spent on the administration of Trustee and Committee related meetings.

7. DETAILS OF STAFF COSTS

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 6 (2022/23: 6).

Amounts paid in respect of employees directly undertaking activities on behalf of the charity were as follows:

	2023/24 £	2022/23 £
Salaries and wages	255,138	225,702
National Insurance costs	26,515	24,470
Employer's pension contributions	56,360	50,529
Total emoluments of employees	338,013	300,701

The number of directly charged employees whose emoluments (excluding employer's pension contribution and national insurance contribution) for the year were over £60,000 was nil (2022/23: nil).

Remuneration of Key Management Personnel

The charity considers its key management personnel to comprise the Members of the City of London Corporation, acting collectively for the City Corporation in its capacity as the Trustee, and the Director of Natural Environment who manages the seven open spaces funded by the City of London Corporation. A proportion of the Directors' employment benefits are allocated to this charity.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The amount of employee benefits received by key management personnel totalled £2,812 (2022/23: £7,902). No members received any remuneration, with directly incurred expenses reimbursed, if claimed. Expenses totalling £nil were claimed in 2023/24 (2022/23: £nil).

8. HERITAGE ASSETS

Since 1995 the primary purpose of the charity has been the preservation in perpetuity of the common at Ashtead as an open space for the recreation and enjoyment of the public. As set out in Note 1(i), the original heritage land and buildings are not recognised in the Financial Statements. Policies for the preservation and management of Ashtead Common are contained in the Ashtead Common Heritage Conservation Plan 2021. Records of heritage assets owned and maintained by Ashtead Common can be obtained from the Executive Director of Environment at the principal address as stated on page 25.

9. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

	2024 £	2023 £
Prepayments and accrued income	1,385	1,311
Recoverable VAT	6,232	4,832
Other debtors	31,116	29,377
Total	38,733	35,520

10. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	5,357	2,133
Accruals	13,998	1,251
Bank overdraft	13,684	24,122
Deferred income	240	566
Other creditors	3,068	5,788
Total	36,347	33,860

Other creditors consist of listed creditors and a telecommunications wayleave rent deposit that will be returned in 2024/25.

Deferred income relates to income received in advance from customers relating to future accounting periods.

	2024 £	2023 £
Deferred income analysis within creditors:		
Balance at 1 April	566	246
Amounts released to income	(566)	(246)
Amounts deferred in the year	240	566
Balance at 31 March	240	566

11. ANALYSIS OF NET ASSETS BY FUND

At 31 March 2024	Unrestricted Income Funds			Total at 31 March 2023
	General Funds	Designated Funds	Total at 31 March 2024	
	£	£	£	£
Current Assets	36,347	2,386	38,733	35,520
Current Liabilities	(36,347)	-	(36,347)	(33,860)
Total	-	2,386	2,386	1,660

At 31 March 2023	Unrestricted Income Funds			Total at 31 March 2022
	General Funds	Designated Funds	Total at 31 March 2023	
	£	£	£	£
Current Assets	33,860	1,660	35,520	8,599
Current Liabilities	(33,860)	-	(33,860)	(8,599)
Total	-	1,660	1,660	-

12. MOVEMENT IN FUNDS

At 31 March 2024	Total as at 1 April 2023	Income	Expenditure	Total as at 31 March 2024
	£	£	£	£
Unrestricted funds:				
General funds	-	692,376	(692,376)	-
Designated funds:				
Ancient tree maintenance	1,660	726	-	2,386
Total unrestricted funds	1,660	693,102	(692,376)	2,386
Total funds	1,660	693,102	(692,376)	2,386

At 31 March 2023	Total as at 1 April 2022	Income	Expenditure	Total as at 31 March 2023
	£	£	£	£
Unrestricted funds:				
General funds	-	557,512	(557,512)	-
Designated funds:				
Ancient tree maintenance	-	1,660	-	1,660
Total unrestricted funds	-	559,172	(557,512)	1,660
Total funds	-	559,172	(557,512)	1,660

Purposes of designated funds

Ancient tree maintenance – This designated fund has been established by the Trustee to support the maintenance of over 2,300 ancient trees at Ashtead Common, with plans for how best to deliver this support currently in development. From November 2022, the public have been invited to donate to Ashtead Common via a campaign donations page on their website. Donations received through that campaign are designated to this fund. Designated donations amounted to £726 (2022/23: £1,660).

13. RELATED PARTY TRANSACTIONS

The City Corporation is the sole Trustee of the charity, as described on page 2. The City Corporation provides various services to the charity, the costs of which are recharged to the charity. This includes the provision of banking services, charging all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is included within expenditure, as set out in note 5.

The charity is consolidated within the accounts of City's Estate, a fund of the City of London Corporation (the City Corporation, the Corporate Trustee of the charity), by virtue of the deemed control arising from the provision of the shortfall between the charity's income and expenditure by City's Estate, whose place of business is Guildhall, London EC2P 2EJ. The principal purpose of City's Estate is to manage its investments in properties, stocks and shares to provide returns which allows the City Corporation to use the income for the provision of services that are of importance to the City and Greater London as well as nationally and internationally, and to maintain the asset base so that income will be available to fund services for the benefit of future generations. The financial statements of City's Estate can be obtained from the address provided above.

The charity is required to disclose information on related party transactions with bodies or individuals that have the potential to control or influence the charity. Members are required to disclose their interests, and these can be viewed online at www.cityoflondon.gov.uk.

Members and senior staff are requested to disclose all related party transactions, including instances where their close family has made such transactions.

Figures in brackets represent the amounts due at the balance sheet date. Other figures represent the value of the transactions during the year.

Related party	Connected party	2023/24 £	2022/23 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	110,159 (nil)	117,464 (nil)	Management, surveying and administrative services provided for the charity
		609,128 (nil)	523,527 (nil)	The City of London Corporation's City's Cash meets the deficit on running expenses of the charity

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAME: Ashtead Common

Registered charity number: 1051510

PRINCIPAL OFFICE OF THE CHARITY & THE CITY CORPORATION:

Guildhall, London, EC2P 2EJ

TRUSTEE:

The Mayor and Commonalty & Citizens of the City of London

SENIOR MANAGEMENT:

Chief Executive

Ian Thomas CBE - The Town Clerk and Chief Executive of the City of London Corporation

Treasurer

Caroline Al-Beyerty - The Chamberlain & Chief Financial Officer of the City of London Corporation

Solicitor

Michael Cogher - The Comptroller and City Solicitor of the City of London Corporation

Environment Department

Juliemma McLoughlin – Executive Director of Environment (resigned 30th November 2023)

Bob Roberts – Interim Executive Director of Environment (appointed 12th July 2023)

Emily Brennan – Director of Natural Environment (appointed 5th June 2023)

INDEPENDENT EXAMINER

Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

BANKERS:

Lloyds Bank Plc., P.O.Box 1000 BX1 1LT

Contact for The Chamberlain & Chief Financial Officer, to request copies of governance documents & of the Annual Report of City's Estate:

CHBOffice-BusinessSupport@cityoflondon.gov.uk

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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