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| Committees | Dated: |
| Open Spaces & City Gardens Committee Epping Forest & Commons Committee West Ham Park Committee Hampstead Heath, Highgate Wood & Queens Park Committee | 16 July 2018 9 July 2017 16 July 2018 5 Sept 2018 |
| Subject: Open Spaces Business Plan year-end report 2017/18 | Public |
| Report of: Director of Open Spaces | For Information |
| Report author: Gerry Kiefer, Business Manager | |

Summary

2017/18 was a year of embedding change, with a new Director and new services joining the Department. Services have continued to perform well with high levels of customer satisfaction recorded and numerous accreditations from organisations such as Green Flag, London in Bloom and Visit England. There has been consistent achievement of performance measures with slight improvement upon the previous year. Net local risk expenditure for services that are the responsibility of the Open Spaces and City Gardens Committee came in very slightly (0.2% / £28k) overspent. The Open Spaces Act received Royal assent on 15 March 2018 and this will enable the charities to enhance their ability to optimise income generation.

Recommendation

Open Spaces and City Gardens Committee - Members of the are asked to:

- Note this report and the achievement against performance measures as detailed in appendix 1.
- Note the achievements within City Gardens as detailed in appendix 2
- Note the achievements across the other Open Spaces Service Committees as detailed in appendices 3 to 6

West Ham Park Committee - Members of the are asked to:

- Note this report and the achievement against performance measures as detailed in appendix 1.
- Note the achievements at West Ham Park as detailed in appendix 3

Hampstead Heath, Highgate Wood & Queens Park Committee - Members of the are asked to:

- Note this report and the achievement against performance measures as detailed in appendix 1.
- Note the achievements at Hampstead Heath, Highgate Wood & Queens Park as detailed in appendix 4

Epping Forest and Commons Committee - Members of the are asked to:

- Note this report and the achievement against performance measures as detailed in appendix 1.
- Note the achievements at the Commons and Epping Forest as detailed in appendices 5 and 6

Main Report

Background

1. The Open Spaces & City Gardens Committee approved the Departmental Business Plan for 2017/18 in May 2017. To achieve our objectives the Business Plan identified a number of key programmes and projects. Performance against the Departmental objectives is measured by an agreed set of Performance Measures as detailed in Appendix 1.

Current Position

2. 2017/18 has been a year of embedding change (new Director and the addition of Tower Bridge, the Monument and Keats House to the Department) and maintaining service standards and customer satisfaction whilst meeting the challenges of efficiency savings.
3. Across the Department there have been many achievements over the last year and some key achievements are listed below. Additional examples by service Committee are included in Appendices 2 to 6. Detailed information about achievements and performance in relation to the Cemetery and Crematorium, Tower Bridge, Monument and Keats House will be detailed in separate reports to the Port Health and Environmental Services Committee, and Culture, Heritage and Libraries Committee.

4. Major achievements in 2017/18:

- The Open Spaces Act received Royal assent on 15 March 2018.
- Epping Forest Consultative Committee launched, and first meeting held. Now established in governance calendar.
- 24 apprentices are working across the Department in roles as varied as arborists and digital communications
- 15 Green Flags and 13 Green Heritage Awards are awarded to the City of London
- Tower Bridge is awarded a Visit England Gold Accolade which 'recognises attractions where the visitor experience is of the highest quality'. Of 1,000 UK attractions participating in the assessment scheme, only 15 received Gold Accolades in 2017.
- Completion of 3 solar panel installations on buildings across Epping Forest and Hampstead Heath.
- Creation of Local Fleet and Plant Management Plans designed to reduce associated costs and improve operational efficiency.
- An average of 91% of respondents to the annual 'snapshot' survey stated their level of satisfaction with the open spaces as good or very good.
- 87% of 400 visitors at the Cemetery and Crematorium rated the features and facilities as 'very good' or 'good'.

- Learning Programme engaged 82,849 people in learning activities; 19% above our two-year target of 69,604.
- The Vision for Hampstead Heath has been developed as an outcome of the community engagement which has taken place.
- A new Verderer was elected to Epping Forest and City Commons Committee
- Seething Lane Gardens Project was completed in 2017/18 within programme and £8k below approved budget of £137k
- Kenley Revival Project met all targets for education activities and volunteering opportunities.
- Windows 10 rolled out across the Department and IT transformation provided laptops to enable more flexible ways of working, and improved connectivity from remote and non-CoL sites.
- £181k transactions for tennis through Clubspark on-line booking system reduced cash handling on site and provided a better customer service

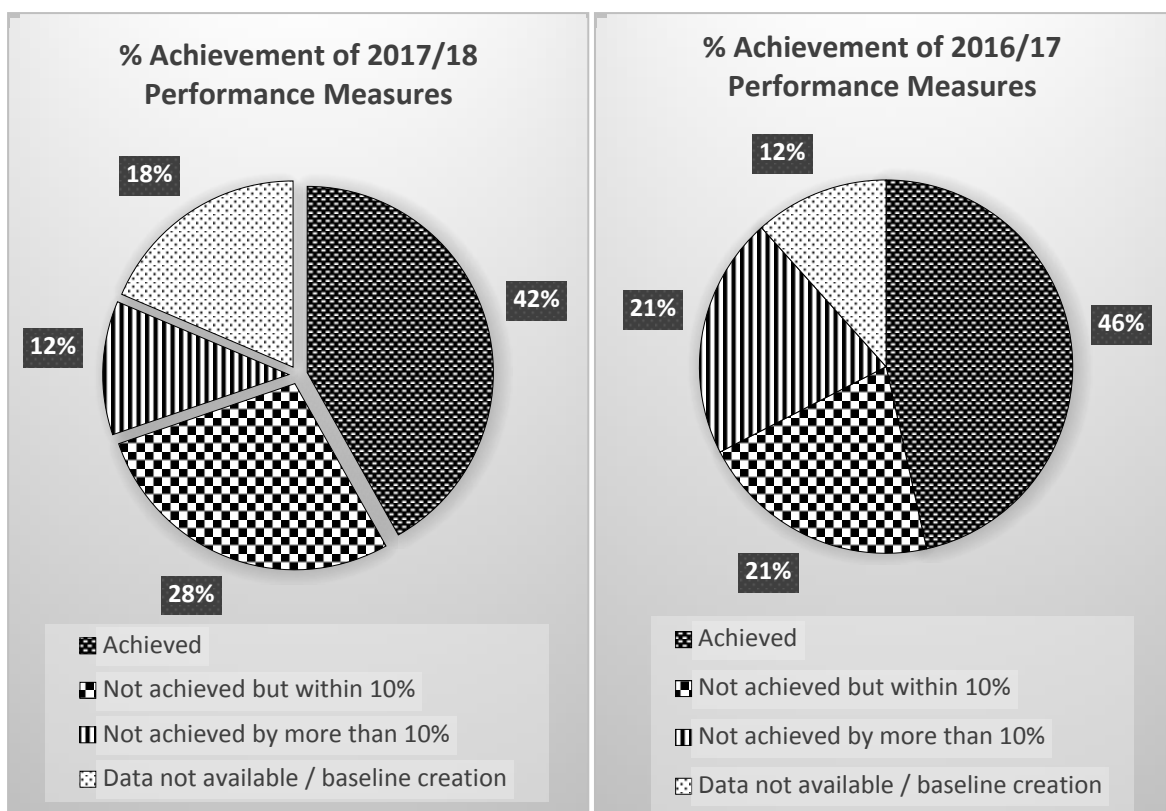
5. The Business Plan identified several key Programmes and Projects and their performance is listed below:

| Programmes and Projects | Progress Achieved during 2017/18 |
|---|---|
| Ensure our services are inclusive, accessible and welcoming to all (Equalities Board) | Successful implementation of a new data collection policy to help track diversity of our visitors across sites. This will allow us to compare data and maintain GDPR compliance in the new year. |
| Continuously develop the visitor offer at the Department's heritage attractions in terms of content, processes, technology and customer service | <p>Tower Bridge:</p> <ul style="list-style-type: none"> • New content and technologies implemented as part of full interpretation overhaul in the Engine Rooms • Artist in Residence programme established • Staff received the 2017 Celebrating Our People award for Excellence in Customer Service <p>Keats House:</p> <ul style="list-style-type: none"> • developed the <i>Keats and Milton: Paradise Lost</i> temporary exhibition • delivered an events programme of c. 90 events, which was attended by 4,795 people. |
| Develop and deliver fundraising options (Fundraising Board) | Researching the potential of legacy funding and the infrastructure/process required to make this available and easily accessible for potential donors. |
| Increase participation and improve management of sports (Sports Programme) | Tennis participation levels captured on Clubspark which provides accurate usage data. Formal booking procedures at Hampstead Heath Athletics Track now requires clubs to provide usage monitoring and data management. |
| Deliver opportunities arising from improved management capability from the Open Spaces Bill | Open Spaces Act received Royal Assent on 15 March 2018. New opportunities to be progressed in 2018/19 now the Act is in place. |
| Protect our open spaces and generate income from Wayleaves Programme | Preparation and research complete ready to launch next phase of wayleave enforcement to protect Forest land now that the Act is in place. |
| Increase income generation and ensure appropriate and transparent | New Events and Licencing policies have been piloted at Epping Forest, giving clarity to applicants and transparency on associated charges. |

| | |
|---|---|
| charging (Promoting our Services Programme) | Draft events policy presented to some Consultative Committees for comment in 2017/18. |
| Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme) | Completion of 3 solar panel installations on buildings across Epping Forest and Hampstead Heath to increase energy generation (providing 64,000kw of electricity per annum), reduce emissions, reduce costs and raise long term income |
| Reduce fleet operating and maintenance costs (Fleet Programme) | Local Fleet and Plant Management Plans completed for OS Divisions which set out how each Division will achieve long term reductions in associated running costs, an overall reduction in vehicle/plant numbers coupled to a replacement programme for the remainder to procure electric/hybrid vehicles to further reduce budget and environmental impacts. |

Performance Measures

6. The 2017/18 Business Plan report identified 43 measures which would gauge our performance against our Departmental objectives. These performance measures built on the three-year targets set in 2016/17 with the addition of measures relating to Tower Bridge, Monument and Keats House.
7. This list of performance measures as they relate to this Committee including the results for 2017/18, the target for 2017/18 and, for comparison, our performance in 2016/17 is contained within appendix 1.
8. Members will note that we are still waiting for data to finalise year end performance of 6 utility and fuel measures. This data is most accurately provided centrally and is not available until mid/late July.
9. The Performance Measures were divided into eight groupings: Departmental, Health & safety, HR, Sports Board, Cemetery & Crematorium, Learning Programme, Tower Bridge & Monument, Keats House. Generally, performance has been consistent with previous years with 18 measures (42%) being achieved and 12 measures just missing the target by less than 10%. For two measures the data was either not collected (staff survey) or data has been collected for the first time, thus establishing a baseline against which a target can be set for 2018/19. The pie chart below shows our comparative performance between this 2017/18 and 2016/17. This will be updated once the full data is available for utilities and fuel.



10. Appendix 1 provides the detail behind the performance measures. Key findings from analysing the data for 2017/18 show that:
- The Department continues to overachieve on the target scores for Green Flag awards
 - Tennis bookings were above target at three of the four sites
 - Football bookings generally have closely missed their targets apart from West Ham Park and Epping for which explanations are given in paragraph 12.
 - The Learning Programme achieved all its performance measures.
 - The number of 'visitors' to the Open spaces webpages is significantly higher than the target
11. There were five measures where the target was missed by more than 10% and these are listed below together with the reasons.

| Targets that were missed by more than 10% | Reason for missing targets |
|--|--|
| Increase the amount of directly supervised volunteer hours | Changes in personnel in 2016/17 meant that recorded data included all volunteers working with sports clubs at some divisions and wasn't recorded in following year. A guide is being established so all PI collators are clear on how / what to collect. |
| Number of football bookings at WHP | 82 bookings against a target of 96, mainly due to a team not using the pitch for training sessions this year. Additional marketing will be carried out in 2018 to raise awareness of the parks pitches and attempt to engage with additional teams. |

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|---------------------------------------|---|
| Number of football bookings at Epping | Numbers below previous years but change in personnel has identified likely differences in data collection methodology. A guide is being established so all PI collators are clear on how / what to collect. |
| Visitor numbers at the Monument | Downturn in London tourism economy following London terrorism attacks. |
| Overall income target at the Monument | Downturn in London tourism economy following London terrorism attacks. |

Corporate & Strategic Implications

12. The 2017/18 Business Plan report (May 2017) showed how the Department contributed to the previous Corporate Plan; particularly in relation to strategic objectives:

- SA2: To provide modern, efficiency and high qualities local services, including policing, within the Square Mile for workers, residents & visitors
- SA3: To provide valued services, such as education, employment, culture and leisure to London and the nation

13. The Department particularly helps to achieve the 2018-2023 Corporate Plan's aims to:

- Contribute to a flourishing society and
- Shape outstanding environments

Implications

14. **Finance:** Excluding the local risk budgets aligned to service areas outside the responsibility of the Open Spaces and City Gardens and other Open Spaces service Committees (Cemetery & Crematorium, Tower Bridge, Monument and Keats House) the Department spent 99.5% of its local risk expenditure budget and achieved 98% of its local risk income target. Thus, its overall net position was £28k overspent.

15. The table below shows the income and expenditure 'budget' and 'year end outturn' for each Open Space division.

| | Expenditure budget £ | Outturn expenditure £ | Income budget £ | Outturn Income £ | Total net budget £ | Net outturn £ |
|-------------------------------|--------------------------------|---------------------------------|---------------------------|----------------------------|------------------------------|-------------------------|
| Epping Forest | 4,177,000 | 4,142,318.75 | -1,565,000 | -1,459,790.30 | 2,612,000 | 2,682,528 |
| Hampstead Heath | 5,743,000 | 5,871,683.91 | -1,344,000 | -1,403,435.34 | 4,399,000 | 4,468,249 |
| West Ham Park | 888,000 | 919,447.84 | -281,000 | -313,077.25 | 607,000 | 606,371 |
| Queens Park, Highgate Wood | 1,041,000 | 1,028,051.67 | -154,000 | -163,609.15 | 887,000 | 864,443 |
| City Gardens & Bunhill Fields | 1,762,000 | 1,711,890.02 | -500,000 | -456,955.71 | 1,262,000 | 1,254,934 |
| The Commons | 1,918,000 | 1,899,197.16 | -342,000 | -331,230.07 | 1,576,000 | 1,567,967 |
| Directorate | 466,000 | 412,830.08 | 0 | -4,686.56 | 466,000 | 408,144 |
| Learning | 394,000 | 329,340.04 | -230,000 | -181,172.68 | 164,000 | 148,167 |
| TOTAL | 16,389,000 | 16,314,759 | -4,416,000 | -4,313,957 | 11,973,000 | 12,000,802 |

Property:

16. Two properties which Members declared surplus in 2016/17 as part of the Operational Property Review were sold in 2017/18 for £2.85 million.

Conclusion

17. The Department performed well against targets in 2017/18, progressed and completed many significant pieces of work and effectively managed its budget.

Appendices

Appendix 1- Business Plan Performance Measures

Appendix 2 - Key achievements at City Gardens

Appendix 3 - Key achievements at West Ham Park

Appendix 4 - Key achievements at Hampstead Heath, Queens Park & Highgate Wood

Appendix 5 - Key achievements at Epping Forest and The Commons

Background Papers

Open Spaces & Heritage Business Plan 2017/18 – Open Spaces & City Gardens Committee; May 2017.

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Appendix 1 – Business Plan Performance Measures

| DEPARTMENTAL | 2016/17 Actual (annual) | 2017/18 Performance Target | 2017/18 Actual (annual) |
|--|---|---|--|
| Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019 | ACHIEVED 15 green flag sites overall band scores 53% = 80+ 27% = 75 – 79 20% = 70 - 74 | 15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74 | ACHIEVED 15 green flag sites overall band scores 60% = 80+ 33% = 75 – 79 7% = 70 - 74 |
| Retain 12 green heritage awards and increase this to 13 sites by 2018/19 | ACHIEVED 12 Green Heritage Awards | 12 Green Heritage Awards | ACHIEVED 13 Green Heritage Awards |
| Achieve our Departmental net local risk budget. | £ 9,578,718 | £10,543,000 | ACHIEVED £9,657,760 |
| Reduce utility consumption (electric) | MISSED 1815781 (+5.7%) | 2.5% reduction on 2016/17 performance = 1,770,386 | Awaiting Q4 data 1096440 Kw/hrs |
| Reduce utility consumption (gas) | ACHIEVED 3439608 (-8%) | 2.5% reduction on 2016/17 performance = 3,353,617 | Awaiting Q4 data 699,688 Kw/hrs |
| Reduce fuel consumption (white & red diesel) | MISSED 67931 (+10.8%) | 5% reduction on 2016/17 performance = 64,534 | Awaiting Q4 data 63590 litres |
| Reduce fuel consumption (petrol) | MISSED 2064 (+3.5%) | 5% reduction on 2016/17 performance = 1,960 | Awaiting Q4 data 2039 litres |
| Reduce fuel consumption (small fuels) | MISSED 14201 (+4.2%) | 5% reduction on 2016/17 performance = 13,490 | Awaiting Q4 data 6567 litres |
| Increase electricity generation | MISSED 44861 (-12.2%) | A further two additional buildings generating 50KWH each | Awaiting Q4 data 14955 Kw/hrs |
| Increase the amount of directly supervised volunteer work hours | Directly and indirectly combined: 43,140 | 2016/17 performance plus 5% = 45,297 | MISSED $\geq 10\%$ 36,526 |
| Increase the amount of indirectly supervised volunteer work hours | Establish Baseline | | New baseline 7,670.5 |
| Increase the amount of unsupervised volunteer work hours | Establish Baseline 16,401 | 2016/17 performance plus 5% = 17,221 | ACHIEVED 19,896.52 |
| Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'. | ACHIEVED 88% | 2016/17 performance plus 5% = 93% | Misled $< 10\%$ 91% |
| Increase the number of 'visitors' to the Open spaces webpages. | MISSED 558,2592 | 2016/17 performance plus 10% = 614,451 | ACHIEVED 767,076 |
| H&S | 2016/17 Actual (annuals) | 2017/18 Performance Target | 2017/18 Actual (annual) |
| Increase the percentage of H&S accidents that are investigated within 14 days. | MISSED 62% | 83% | Misled $< 10\%$ 78% |
| Description - HR | 2016/17 Actual (annuals) | 2017/18 Performance Target | 2017/18 Actual (annual) |
| Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence. | ACHIEVED Feb 2016-Jan 2017 = 3.2 FTE Working Days Lost per FTE | 3.3 days FTE Working Days Lost per FTE | ACHIEVED 3.18 FTE Working Days Lost per FTE |

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| Reduce the average number of FTE working days lost per FTE due to long term sickness absence. | MISSEDFeb 2016 to Jan 2017 = 2.68 days Long-Term FTE Working Days Lost per FTE | 2.35 days FTE Working Days Lost per FTE | Missed < 10% 3.13 FTE Working Days Lost per FTE |
| Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey. | Survey not undertaken | 94% | Survey not undertaken |
| SPORTS BOARD | 2016/17 Actual (annuals) | 2017/18 Performance Target | 2017/18 Actual (annual) |
| Increase the amount of tennis played across our sites. | ACHIEVED 1,822 Adults 993 Concess (total 2,815) | WHP: increase court hours used by 40% on 2016/17 actual = 3,941 | ACHIEVED 2700 Adults 1264 Concess 2769 Coaches (total 6,733) |
| | Parliament Hill: 6,677 Adults 4,266 Conc U/K 591 | Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual = 12,131 | Missed < 10% Parliament Hill: 7,299 Adult 4,116 Concession 11,415 Total |
| | MISSED Golders Hill Park: Adults 1,306 Conc 798 | Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual = 2,209 | ACHIEVED Golders Hill Park 1,777 Adult 1,402 Concession 3,179 Total |
| | ACHIEVED Queens Park: 3,585 Adults 585 Conc U/K 439 | Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual = 4,839 | ACHIEVED Queen's Park 4,181 Adult 961.5 Concession 5,142.5 Total |
| | ACHIEVED Total of 91 bookings | WHP increase bookings by 5% on 2016/17 actual = 96 | MISSED \geq10% 82 bookings |
| Increase the amount of football played across our sites. | MISSED 3,045 Bookings | Epping increase bookings by 2% on 2016/17 actual = 3105 | MISSED \geq10% 2,209 |
| | ACHIEVED 154 bookings Need to know the breakdown of adult and junior bookings in order to set the target for 17/18 | Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2016/17 actual = | Missed < 10% Heath Extension = Adult 0 bookings Junior 145 bookings |
| | MISSED 6 bookings | Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual = 6 | ACHIEVED Parliament Hill = Adult 13 bookings Junior 51 bookings |
| | MISSED 43 bookings | Highgate Wood increase adult bookings by 5% on 2016/17 actual = 45 | Missed < 10% 40 bookings |
| Increase the number of golf visits at Chingford Golf Course. | 19,169 | Increase 2016/17 baseline figure by 5% = 20,127 | Missed < 10% 18,677 |

| LEARNING PROGRAMME | 2016/17 Actual (annuals) | 2017/18 Performance Target | 2017/18 Actual (annual) |
|---|--|------------------------------|-------------------------|
| Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces. | ACHIEVED 86% of participants surveyed | 80% of participants surveyed | ACHIEVED 100% |
| Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families | ACHIEVED 93% of participants surveyed | 60% of participants surveyed | ACHIEVED 94% |
| Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups | ACHIEVED 45% of participants surveyed | 50% of participants surveyed | ACHIEVED 51% |

Appendix 2 – Additional achievements at City Gardens

- Numerous planting and infrastructure improvements both within the gardens and on the highway with replanting and other works taking place at Seething Lane, Mitre Square, Tower Hill Gardens, Smithfield Rotunda and Cleary Gardens.
- Work is in the final stages on the public realm enhancement project at Aldgate.
- The City Gardens team has been grateful for the continued support of Friends of City Gardens, whose fantastic work this year has included Open Squares Weekend, walks, talks, visits and activities across a range of green spaces, organised in conjunction with City of London Corporation's LEN the city in bloom awards; "Clean and Green for Seventeen: An Air Quality Challenge". This was a campaign that recognised the work of community groups, businesses and residents in making the Square Mile a greener place with cleaner air. They also rejuvenated and are helping maintain Church Entry garden.
- We have recruited four apprentices this year, two at NVQ level 2 horticulture and one NVQ level 3 who is a Project Support apprentice
- Awards – Green Flag and Green Heritage awards were both retained at Bunhill Fields. City Gardens enjoyed a success in this year's London in Bloom awards, becoming overall winner in the Town category (based on population size). St Olave's Churchyard, Hart Street won gold and overall winner of Churchyard of the year award. Beech Gardens, the Barbican Estate won Gold in the Small Park/Garden category. St Dunstan in the East won Gold in the Small Park/Garden category. Due to this success we were invited to enter this year's Britain in Bloom national competition in 2018.
- Events – Festival Gardens hosted a very successful open-air film screening in August, organised by Nomad Cinema and sponsored by both Brookfield Property Partners and Cheapside Business District. The event sold out and received very positive feedback from the sponsors, organisers and members of the audience. We are partnering with Nomad again this year and hoping to recapture the success of last year's event.

APPENDIX 3 – Additional achievements at West Ham Park

- West Ham Park was awarded Gold at London in Bloom (up from Silver Gilt last year) and retained its Green Flag and Heritage awards but increased its overall score in both.
- SBR targets were delivered and additional revenue brought in e.g. hire of bandstand as well as events, e.g. Brining Communities together
- Two residential lodges continue to be leased externally and yield an income for the City.
- First year of trading for the ‘Snack Shack’ a pop-up food concession based in the park serving hot and cold drinks and food from May to September. Although trade was slow to begin with, the summer yielded higher customer numbers. Feedback from the public was good with supportive comments being received.
- Committee approval was granted for the extension of the Nature garden in 2018/19 increasing the amount of habitat on site for wildlife and space for children and adults to connect with it.
- Options Review Group was formed to inform the review of the Nursery Site at West Ham Park.
- Approval granted in July 2017 to redesign the playground and explore alternate options for water play. Public consultation on concept designs planned for Summer 2018.
- 197 volunteers were active at West Ham Park throughout the year (number is made up of regular volunteers such as the friends of West Ham Park, corporate volunteers and Wild East and Wild School Volunteers).
- Tennis coaches work with Local Tennis Leagues and the Lawn Tennis Association (LTA) to promote and develop tennis in the park.
- Use of tennis courts has increased by 65% since renovation works in 2016 meeting planned targets (6,733 hours of play in total on the courts).
- The Park’s tennis coaches secured Pay Tennis funding from the LTA to deliver sessions for 12-15 year olds over an 8 week period between May and June.
- 5,392 adults and children attended tennis coaching courses throughout the year.
- Through the Newham Cricket Development Group the Park supports cricket development in the borough. Festivals and summer camps provide informal ways for local children to engage with cricket. West Ham CC junior team continues this path way into the more formal game.
- Capital Kids Cricket (CKC) launched ‘All Stars’ a new programme from the English Cricket Board aimed at getting more children playing cricket, West Ham Park has seen one of the highest numbers of children registering in East London with 30 signed up. CKC also started a female training group in 2017 with good take up.

Appendix 4 - Additional achievements at Hampstead Heath, Queens Park and Highgate Wood

- Successful continuation of Ponds restoration works following the completion of the successful Hampstead Heath Ponds Project in 2016. Positive feedback has been received from visitors and 6 awards have been received for the Project, including Civil Engineering Project of the Year (£10m - £50m) at the British Construction Industry Awards.
- Green Flag status has been retained at Highgate Wood, Queen's Park and Hampstead Heath. Golders Hill Park achieved a Gold London in Bloom award for the Hill Garden and Pergola and was the overall category winner (Walled Garden Category). The Park also won Gold in the Large Park category.
- A range of consultation and engagement with respect to the draft Hampstead Heath Management Plan, which will cover the period 2018-2027, has taken place. The Vision for Hampstead has been developed as an outcome of the engagement which has taken place. This information has informed the Outcomes Framework, which will be an important part of the overall Management Framework.
- Plans to deliver improvements at the East Heath car park, in partnership with the City Surveyor are in place and the works will commence in Summer 2018. This will provide improved health and safety and drainage.
- A vision for the Zoo at Golders Hill Park to ensure that it is a sustainable facility has been developed.
- Plans have been developed and a range of community engagement has taken place with respect to a review of the Adventure and Peggy Jay Playgrounds at Parliament Hill. Work is due to commence in Autumn 2018.
- Heath Hands continue to provide positive support to the Division and have received a City Bridge Trust Grant, which has been used to employ a part time Community Heath Project Assistant who has been involved in a range of outreach projects, to bring new audiences to the sites.
- The control of Oak Processionary Moth (OPM) and Massaria continues to be a focus for the Tree Team. Numbers of affected trees have increased significantly, as is the trend. Trees were sprayed in the spring and the team continue to work with The Forestry Commission and colleagues to find solutions to manage this issue.
- The English National Cross-Country Championships took place in February, and the site restoration was assisted by two Shire Horses, which were brought on to help.
- Community events continue to be held on Hampstead Heath, Highgate Wood and Queen's Park to promote culture, health, sport and wellbeing. These have included Give it a Go day, The Queen's Park Day and the Heritage Festival at Highgate wood.

Appendix 5 – Additional achievements at The Commons

Kenley Common

- The Kenley Revival Project has now entered the final year of the project and has enjoyed successes throughout the last twelve months.
- The Learning Festival attracted over 800 hundred schoolchildren who attended several workshops, educational presentations and re-enactments.
- The ‘Sky Heroes’ day attracted over 5,000 visitors enjoying a similar experience to the Learning festival with music from the era and vintage vehicles.
- Planning permission was granted for the renovation of the blast pens and construction of the central spine walls. Most of the conservation and renovation works were undertaken during the year.
- Planning for the new interpretation and waymarking signage has been submitted and await a decision from Croydon Council.
- A new Learning and Volunteer officer is in post as well as an ‘Events Apprentice’.
- The MOD has submitted a planning application to Croydon Council for the erection of a perimeter fence which, it is proposed, will encircle the active and operational parts of the airfield.

Stoke Common Site of Special Scientific Interest

- Year 9 of the 10-year programme to restore the heathland habitat at Stoke Common was completed with most of the larger works now complete. Contractors conducted work on the West Common, removing small trees and opening further heathland habitat.
- All Stoke common was grazed by cattle and or ponies
- Survey work, planning and consultation for the new management plan is underway.

Burnham Beeches Special Area of Conservation

- Development near Burnham Beeches continues to be a cause for concern. However, the City officers’ have an excellent relationship with several of the local authorities, Parish Councils and Natural England and continue to work closely to mitigate the impact of developments near the site. This close working relationship has also been instrumental when consulting with local authorities in respect of their Local Plans.
- 163 hectares at Burnham Beeches was grazed with a combination of traditional and invisible fences.

Ashted Common National Nature Reserve

- Following a very successful first year of the grazing partnership with Surrey Wildlife Trust, with six cows grazing the Common, plans were drafted to increase the grazing area and in turn double the size of the herd on the common. This will assist with the current management plan and in maintaining wood pasture.

Appendix 6 – Additional achievements at Epping Forest

- The Branching Out project has been completed with delivery of visitor hub and gateway signage. The full grant was drawn down; £4,746,204. The project delivered the View Visitor Centre, easy access trails, resurfaced car parks, new signage and interpretation as well as outreach and other benefits.
- New picnic tables and benches have been installed at Wanstead Park alongside some surfacing works. Funded by the Friend of Wanstead Park via a grant from Tesco.
- The Holly Trail café has opened at the Caddie House in Chingford, alongside our own golf shop, and relocated cycle hire facility.
- New Events and Licencing policies have been piloted, giving clarity to applicants and transparency on associated charges. Income from licencing has improved greatly overall, particularly due to one application for temporary site facilities at Bury Road.
- Work on the EFDC Local Plan continues. A stratified visitor survey was carried out in October and November. Focus is currently on the mitigation strategy element. Local Plans for LBWF and LB Redbridge are also being commented upon.
- A number of joint working initiatives have been held, with EF Keepers working together with local enforcement partners, with the focus on vehicles travelling through the Forest, particularly those transporting waste without proper licencing.
- The Alzheimer's Society obtained a grant from The City of London Central Grants Programme to provide singing and dance sessions for people with early stage dementia. These have now commenced at the View, Epping Forest has not made a financial contribution, but the scheme enables the museum to outreach to a new audience.
- Marion Sidebottom has completed her one year artist-in-residency, finishing with an exhibition of her work at The View.
- 800 years of the Forest Charter was celebrated with a float at the Lord Mayor's Show with a team of just under 40 Epping Forest staff, volunteers, friends and family members. We were supported by Epping Ongar Railway who arranged a vintage London bus for the day, 4 members of the Royal Epping Golf Club, and sponsorship of £2,500 from Lathams Timber.
- The replacement of traditional lighting with LED has been completed at all Epping Forest operational buildings, window films to reduce glare and passive solar gain have been fitted at the Warren and the View.
- Photo-voltaic solar panels have been installed and commissioned at Harrow Road, the Warren Ancillary Barn and the Warren Saw Mill resulting in long periods of no energy being drawn from the grid on sunny days.
- Milkwort has been discovered in the Forest once more, considered locally extinct since 2005. The combination of late mowing with the aftermath grazing impacts of the cattle seems to have had the same benefits for this species as it had for Lousewort a decade earlier
- Control of Floating Pennywort at Perch Pond has been very successful, with the whole pond surface now water rather than weed. Water is now once again being allowed to flow from Perch Pond to Ornamental Water now that the Pennywort is so greatly reduced.

- Wood pasture restoration and management work across 222.5 acres of Forest has been completed at Barn Hoppit, Walthamstow Forest and Debden Slade, Lincolns Lane, Lords Bushes, Honey Lane Quarters and other areas of the Forest.
- A record 16,000 cow grazing days were recorded across the Forest in the 2017 season. It was a successful year for calving with 28 born, and at year end the Conservators Longhorn herd stands at 138.
- Focus and resource has increased on prosecutions of fly tippers and other anti-social behaviour in the Forest.
- Wanstead Flats (Parklife) football opportunity is at Gateway 3
- New Oak Processionary Moth colonies were discovered in Hollow Ponds, the Dell, Aldersbrook and Leyton Flats.
- Ramorum continues to be monitored, with some regrowth at the Warren Plantation showing signs of re-infection. Stumps were grubbed out and burnt to strengthen control. No further evidence of infection or re-infection has been observed in Wanstead Park or at other rhododendron sites
- Condition survey of The Grotto at Wanstead Park completed, with additional mapping of fallen stone from the façade possible due to low water levels.
- Conservation statements for The Cloister (Lawrence Hut) and Paul's Nursery have been drafted.
- The Copped Hall Parkland Management Plan has been drafted.
- Staff and volunteers have carried out condition surveys for promoted paths across the Forest, to inform future maintenance and management.
- A restructure of staffing at sports sites is proving successful, allowing each site to be properly staffed during opening hours.
- Three apprentices have been appointed in Administration, Arboriculture and Sports Turf Management roles.