



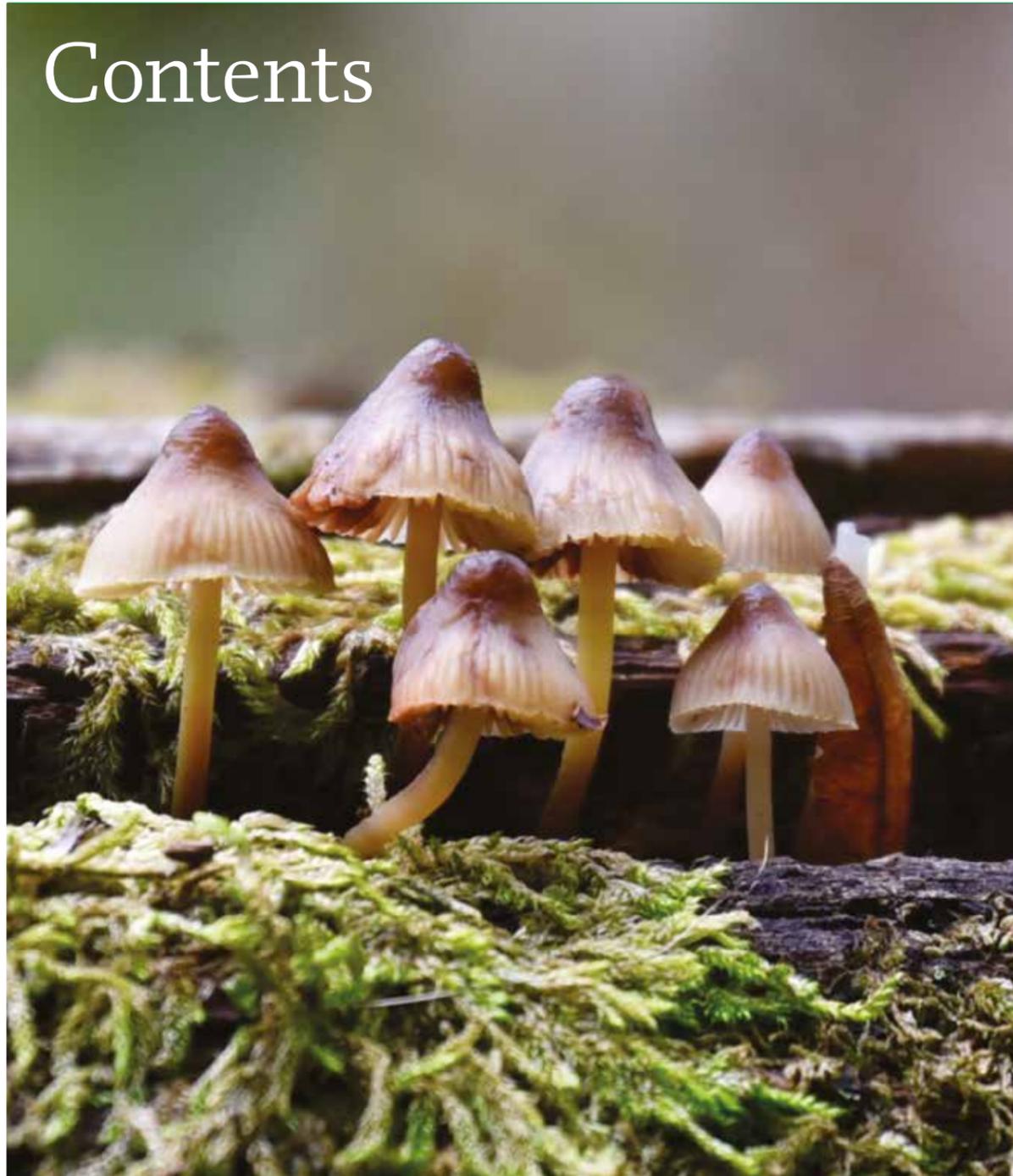
Epping  
Forest

Registered Charity

# Epping Forest Management Strategy

*London's Great Forest*

# Contents



Foreword	3
Our Vision	4
Our Mission	4
Our Strategic Aims	4
Our Strategic Priorities and Outcomes	5
Implementing the Strategy	8
Planning the future	9
Monitoring Progress and Measuring Success	10
Epping Forest Business Plan	12
Resource allocation 2020–2021	14
Business Action Plan 2020-2023	17
Epping Forest Key Performance measures for 2020-2023	23
Glossary	26

# Foreword

As one of the earliest publicly accessible 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 natural aspect of a treasured landscape whilst guaranteeing widespread public access. Purchased by the City of London Corporation (CoLC) in 1878, the Forest was dedicated by Queen Victoria "for the enjoyment of my people for all time", and as the custodian of the Forest, the CoLC as Epping Forest's Conservators have continued to conserve it for everyone to enjoy. Promoting and enabling public access to the Forest remains our guiding principle. CoLC strives to exceed visitors' expectations by providing a welcoming environment, rich in wildlife, offering activity and adventure, and peace and tranquillity in equal measure. With an estimated 4.2 million visits to the Forest every year, it is our aim that all those local to the Forest continue to value Epping Forest, and for visitors from further afield to benefit from all that the ancient woodland has to offer.

This ambition translates as five new strategic priorities, which together reflect our statutory obligations and our commitment to conserving and protecting the Forest as London's largest biodiverse green space for the health, recreation and enjoyment of everyone. These priorities will inform our decision making over the next 10 years and will allow us to maintain the Forest as a world-class green space that benefits the local community and enhances the environment.

With **4.2 million** visits to the Forest every year, it is our aim that all those living locally continue to value Epping Forest.



**We will need to make difficult decisions over the next 10 years just to ensure we meet our various statutory responsibilities and obligations**

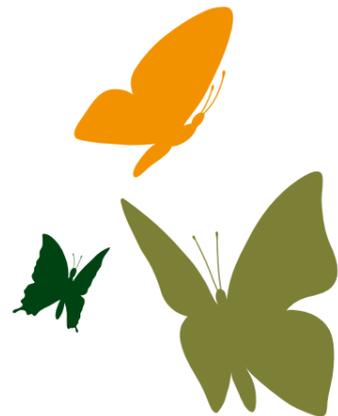
The paradox of Epping Forest is that public access to the Forest's 'wildness' requires constant management, to conserve both the Forest's unique character and its relevance to those living in London and Essex as a major recreational resource. This is a valuable but expensive commitment for the CoLC which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

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

**Graeme Doshi-Smith**  
Chair, Epping Forest and Commons Committee

**Paul Thomson**  
Superintendent, Epping Forest

**Colin Buttery**  
Director, Open Spaces



# Our vision

Epping Forest is a thriving, biodiverse green space that benefits the City of London's communities and enhances the wider environment as part of a larger, interconnected landscape.

# Our mission

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



# Our strategic aims

We aim to conserve, enhance and protect the Forest's special natural environment and its heritage.

We aim to welcome, encourage and inspire our visitors.

We aim to support, collaborate and innovate, sustainably managing the Forest for future generations.



# Our strategic priorities and outcomes

## 1 A welcoming destination for all

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

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

## 2 A beautiful Forest, sustaining an internationally and nationally important mosaic of wildlife habitats

We will continue our evidence-based conservation management to sustain the wildlife and natural processes within the Forest's internationally important wood-pasture, parkland habitats and its surrounding ancient countryside. We will work with partners to better understand and mitigate new threats and challenges to its ecological health.

We will aim to increase the Forest's resilience to recreational pressures and to minimise urbanisation impacts whilst encouraging the exploration of nature by our visitors.

- a. Favourable conservation of Special Area of Conservation (SAC) and favourable condition Site of Scientific Interest (SSSI) secured.
- b. Dynamic wood-pasture and scrub with greater structural diversity and edge habitats restored.
- c. Re-established pollarding cycle with hundreds of new pollards.
- d. Establish extensive grazing rotation across central and northern Forest and Buffer Lands.
- e. Increased understanding and awareness of the Forest's biodiversity importance.



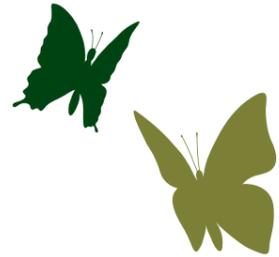
## Our strategic priorities and outcomes continued

### 3

#### An inspiring space benefiting peoples' health, and providing opportunities for recreation and enjoyment

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

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



### 4

#### A range of special heritage landscapes which are protected and celebrated

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

- a. Epping Forest is recognised for its significant conservation and heritage landscape.
- b. Improved understanding and advocacy of Epping Forest's heritage by the public.
- c. A sustainable, balanced and monitored deer population across both Forest and Buffer Lands.
- d. Ensuring historic assets are well maintained, protected, relevant, enjoyed and accessible.

## Our strategic priorities and outcomes continued

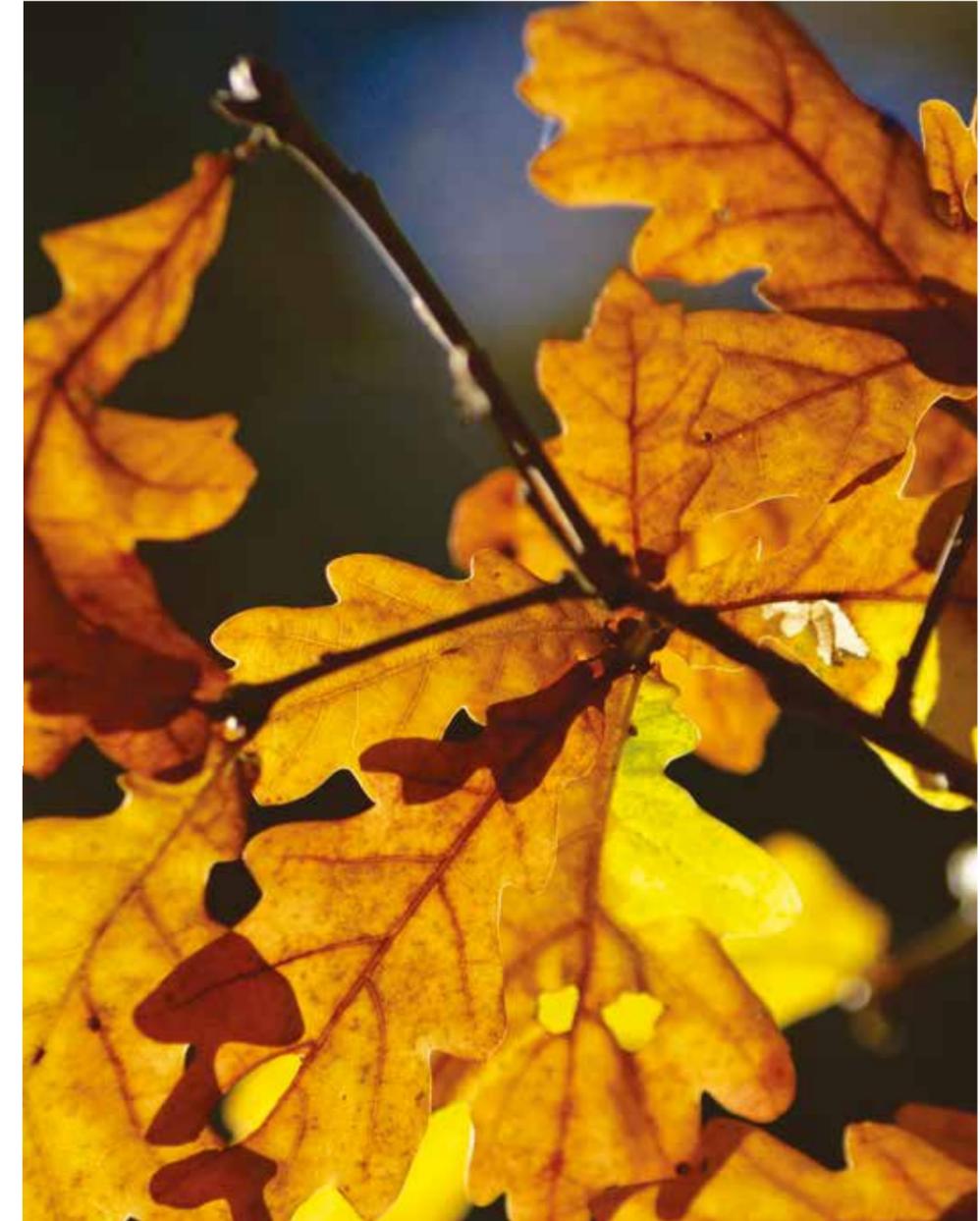
### 5

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

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



- a. A sustainable and responsive business model.
- b. Increased and diversified annual income sources and an increase in sponsorship opportunities and partnerships.
- c. Informed, engaged and well trained staff and volunteer base.
- d. A fast, effective and co-ordinated multi-agency response to emergencies and that the Forest is protected.



# Implementing the strategy

We work to deliver our mission and strategic priorities by:



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



Combining traditional and innovative conservation management techniques that respect, protect and conserve the Forest's environment, heritage and landscape.

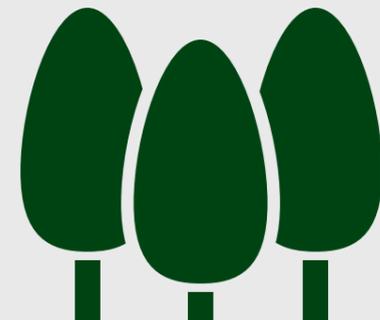
Enhancing the protection of our land and its boundaries.



Developing and implementing management strategies for key habitats, landscapes and species.



Maintaining the Forest's status as SSSI and SAC as well as other nationally and internationally recognised designations.



Preserving, sharing and explaining the Forest's cultural and built heritage, museum collection and archives.



## Implementing the strategy continued



Inspiring healthy and active lifestyles through informal and formal sport and recreation in the Forest.



Providing and promoting the Forest as a welcoming, safe, clean, open space for recreation and enjoyment.



Improving visitor access to and across the Forest, promoting and encouraging use of sustainable transport.



Maintaining a workforce of staff and volunteers who are well motivated, trained and resourced, delivering high quality services.



Putting Epping Forest at the heart of its local communities through engagement and providing opportunities for people to help protect it for future generations.



Increase income to operate a well-resourced, sustainable business model that allows for continual investment.



## Planning the future

*London's Great Forest* is the Epping Forest division management strategy that details strategic objectives agreed by the Epping Forest and Commons Committee, for the coming ten year period (2020-2030).

However, to effectively deliver this long-term strategy, a short term (initially three years) business plan has been developed. This will contain milestones against which overall progress towards the strategic objectives can be monitored and achievements tracked. The plan will also outline any key projects which, while not driven by our core business, contribute to the strategic objectives. Often these projects are completed over many years or can be as a result of funding opportunities or partnership working with others. Financial and human resources will be adjusted annually to ensure that agreed goals can be achieved throughout.

In addition to the business plan, there are two further guiding documents relevant to the management of Epping Forest. Firstly, the City Corporation's Corporate Plan (2018 - 2023) and secondly, the Open Spaces Department Business Plan.



## Monitoring progress and measuring success

To manage and improve our performance, we must measure and monitor our impacts. We will identify key performance indicators within our Business Plan relevant to each of our strategic priorities and will use a combination of quantitative and qualitative analysis to determine our performance and inform improvements.

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

The Annual Report will evaluate proportionality of financial and human resources spent to achieve our aims and assess how successful we have been in delivering the outcomes identified in the Epping Forest Management Strategy, the Corporate Plan and the Open Spaces Business Plan documents.

# Business Plan 2020–2023



# Epping Forest Business Plan



This three year Business Plan focusses on developing specific strategies for each of the management teams (Operations, Visitor Services, Resources, Conservation and Forest Services) to identify how we can meet our priorities/outcomes within the financial and human resource constraints of the charity.

Future business plans will be prepared every three years.

**8000** acres of Forest  
(over 5000 have either an EU/UK conservation designation, or both)

**4.2m** visits per annum

**55,000** veteran pollarded trees  
**550+** protected species

**1,500** fungi species  
**320km** of Forest land boundary

# Epping Forest business plan continued

**207** traditional breed conservation grazing cattle

**101** ponds  
(including five large raised reservoirs)

**189km** of paths

**76** FTE Staff

**55** car parks

**10** bat species

**10%** of budget on litter collection/disposal

**9** species of native reptiles and amphibians

**85%** of UK's veteran beech pollards

**43** football pitches/1,000 footballers per week

**7** listed buildings

**4** seasonal newsletters per annum with a readership of 35,000 per edition

**3** visitor centres

**3** Scheduled Monuments

**28** butterfly species

**2** Grade II\* listed Parks and Gardens

**1** Accredited Museum

**4** golf courses

**3** cricket pitches

# Resource allocation 2020–21

Our income consists of numerous sources:

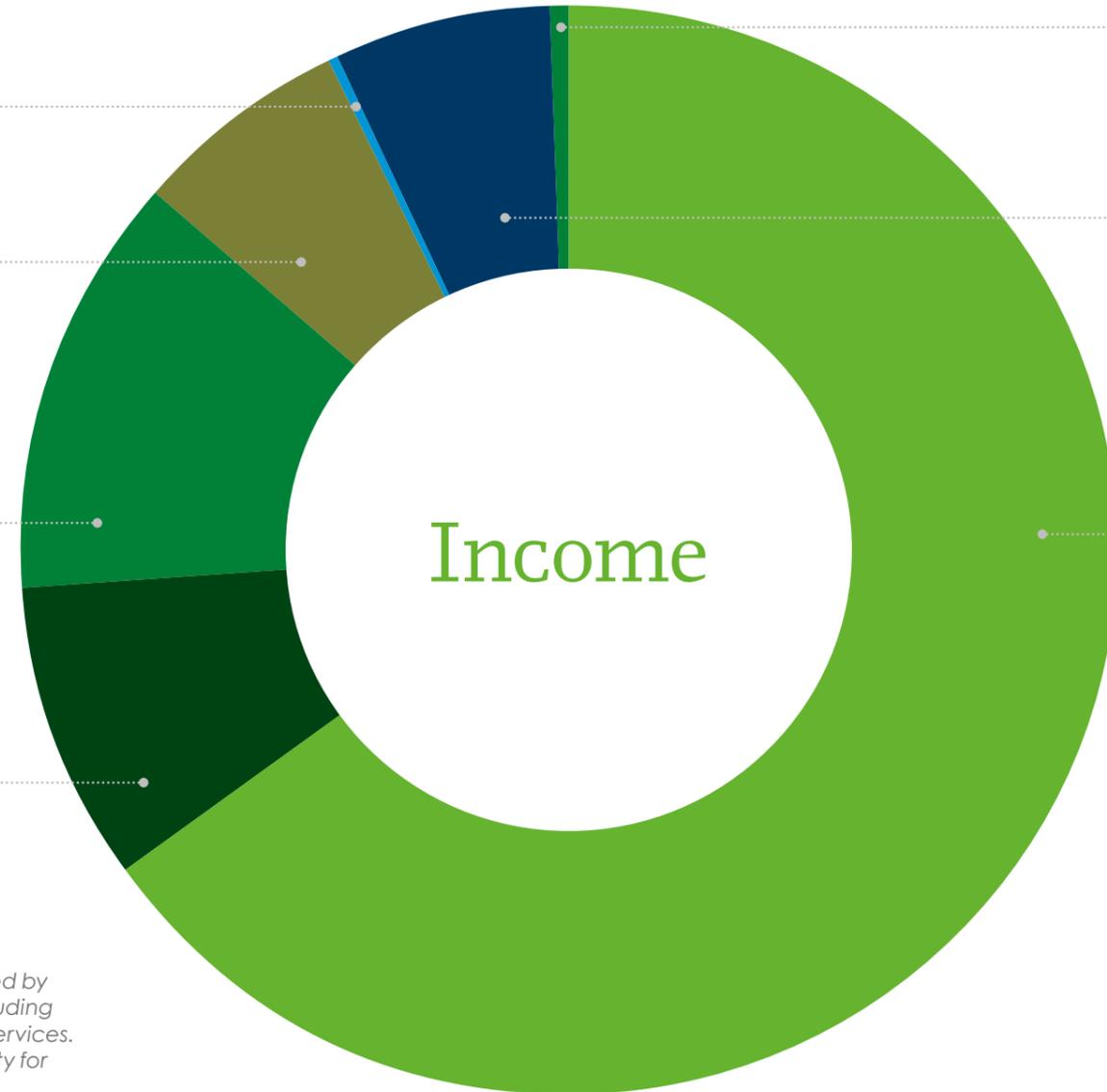
**Non-government Grants (£12k)** – small grants from charitable bodies who support our work.

**Government Grants (£268k)** – Environmental Stewardship Higher Level Scheme and Entry Level Scheme grants and other similar stewardship grant funding.

**Rents, tithes, acknowledgements and wayleaves (£510k)** – rental income from tenants plus wayleaves and easements.

**Sports Income (£368k)** – from football and golf fees.

*In addition, Epping Forest is supported by numerous internal departments including HR, Finance, IS, property and legal services. Further funding is provided by the City for recharge of these services.*



**Contributions from other Local Authorities (£12k)** – a small contribution towards shared services such as public toilets.

**Retail sales and other service fees and charges (£269k)** – this includes income generated through goods sold, event licences, weddings, horse riding licences and other use of land and premises.

**City of London Contribution (£2,696k)** – this comes from City's Cash, from the CoLC's own funds, not from direct taxation and central funding to support our apprenticeship posts.

# Resource allocation 2020–21 continued

**Projects and development (£131k)** – all work and expenditure connected to new or developing work.

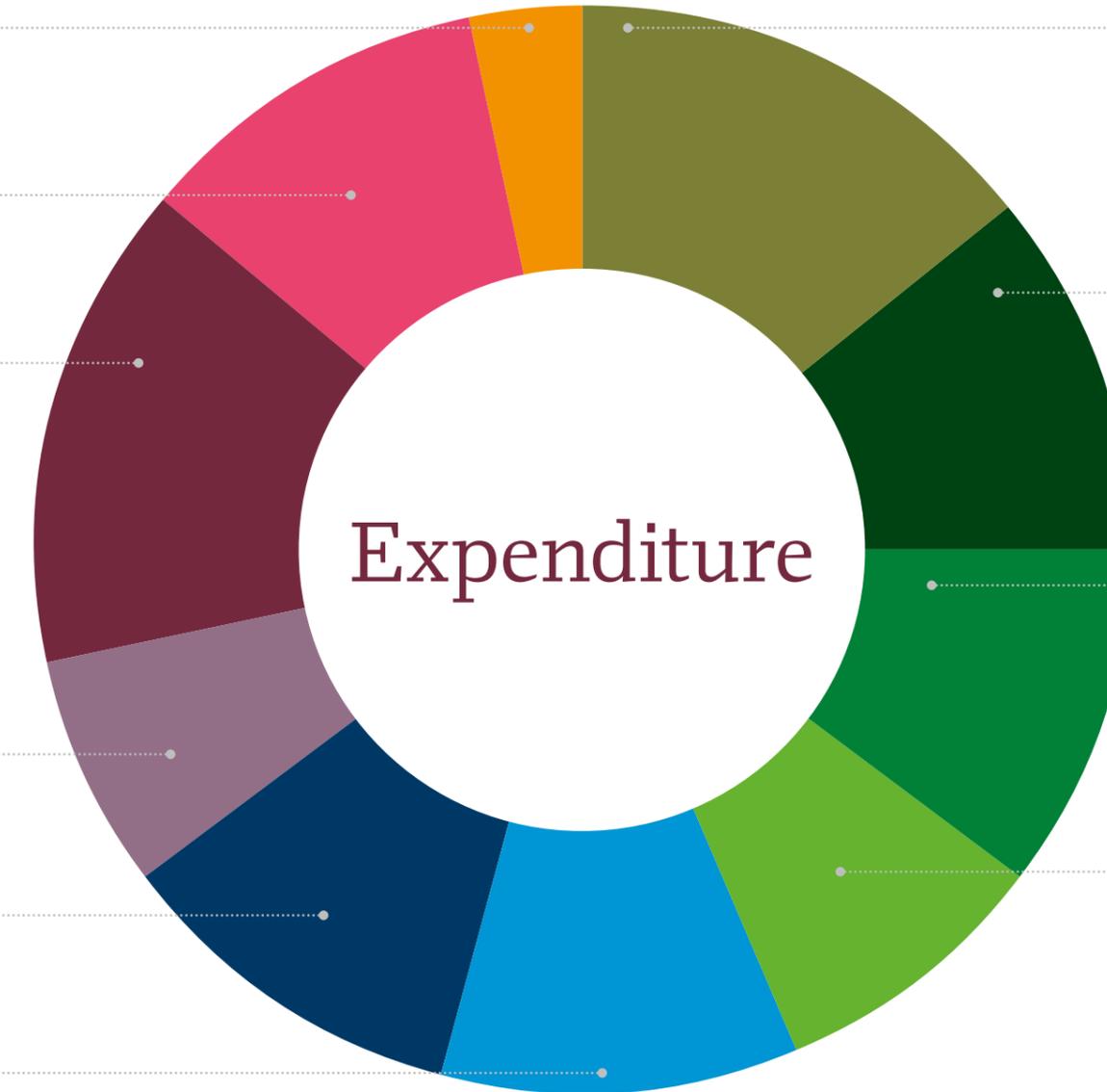
**Managing our buildings (£432k)** – all utilities, tax and local maintenance costs of our buildings.

**Habitat (£594k)** – monitoring and management for the health and benefit of plants and wildlife in the Forest.

**Protecting our land (£278k)** – includes management of wayleaves, monitoring of boundaries, licencing, mapping and legal work to keep Forest land safe.

**Sports and recreation (£429k)** – all activities directly connected to golf and football provision.

**Grounds and infrastructure (£429k)** – this includes maintenance of ground level assets and features.



**Visitor experience and customer service (£586k)** – all non-sports visitor services as well as customer enquiries, retail, events licencing, publications and communications.

**Litter, tips, anti-social behaviour and enforcement (£441k)** – includes all collection of rubbish and fly tips, dealing with other antisocial behaviour and resultant investigations and legal action.

**Staff, finance and resources (£420k)** – recruitment, training and support of staff and volunteers; financial and other administrative support services, (not included in other categories) required by law and/or CoLC policy.

**Safety and Welfare (£344k)** – all work carried out to make the Forest and our working environment safer for members of the public, residents, staff and all other visitors to our site.

## Resource allocation 2020–21 continued

**Projects and development (2.4 FTE)** – projects and development is all work and expenditure connected to new or developing work.

**Managing our buildings (2.1 FTE)** – managing our buildings includes all utilities, tax and local maintenance costs of our buildings.

**Habitat (12.7 FTE)** – habitat includes monitoring and management for the health and benefit of plants and wildlife in the Forest.

**Sports and recreation (11.6 FTE)** – sports and recreation is all activities directly connected to golf and football provision.

**Grounds and infrastructure (5.3 FTE)** – grounds and infrastructure includes maintenance of ground level assets and features.

**Safety and Welfare (6.8 FTE)** – safety and welfare includes all work carried out to make the Forest and our working environment safer for members of the public, residents, staff and all other visitors to our site.



**Protecting our land (4.9 FTE)** – protecting our land includes management of wayleaves, monitoring of boundaries, licencing, mapping and legal work.

**Visitor experience and customer service (11.3 FTE)** – visitor and customer experience includes all non-sports visitor services as well as customer enquiries, retail, events licencing, publications and communications.

**Litter, tips, anti-social behaviour and enforcement (ASB) (12.3 FTE)** – litter, tips, ASB and enforcement includes all collection of rubbish and fly tips, dealing with ASB and resultant investigations and legal action.

**Staff, finance and resources (6.6 FTE)** – staff, finance and resources is time and money spent on recruitment, training and support of staff as well as financial and other administrative support services, not included in other categories required by law and or CoLC policy.

## Business action plan 2020–2023

Strategic priorities	Strategic output document	Lead management team	Supporting team/s	Completion date
1, 2, 4, 5	Our <b>Sustainable Visitor Strategy</b> will outline how we balance the forecasted growth in visitor numbers with the conservation needs of the Forest, outline methodology for managing where visitors will go, what we deliver when they get there and how behaviours will be influenced in order to maintain excellent visitor experiences. This will be the umbrella strategy for the following:	Visitor Services	Operations	Autumn 2021
1, 3, 4	– Visitor behaviour: Cycling Strategy, Dogs Strategy, codes of conduct that promote respectful behaviour within the Forest.	Visitor Services	Forest Services	2020
1, 3	– Signage Strategy	Visitor Services	Operations	Spring 2021
2	– Spatial Master Plan for Forest and Buffer Lands	Visitor Services	Conservation	Autumn 2021
1, 3, 5	– Car Park Strategy	Visitor Services	Forest Services	September 2021
1, 3	– Paths Strategy	Operations	Visitor Services	December 2020
1, 3	– Forest Furniture Standard	Operations	Visitor Services	June 2021
1, 3, 4, 5	– ‘Pop up’ information and visitor hubs and volunteer/ambassador schemes  – <i>There is a need for the sustainable visitor strategy to inform our input into local/competent authority SAC Mitigation Strategy, Green Infrastructure and Suitable Alternative Natural Green Space (SANGS) Strategies* In turn these strategies will inform future Individual Site Plans</i>	Visitor Services	Forest Services	Summer 2021
1, 3, 4	<b>Communications Strategy</b> This will look to how we communicate important messages and the various media we use to do so. This will include how we promote the history and values of the Forest, the opportunities it provides for recreation and learning, and how we can better engage with our visitors and local community.	Visitor Services	Forest Services Conservation Superintendent	November 2020
1, 2	<b>Enforcement Strategy</b> This will articulate our approach to protecting visitors, residents and wildlife and aims to help reduce and prevent instances of environmental crime within the Forest. This strategy will inform the following documents, which aim to tackle, reduce and prevent the key issues which tarnish other visitors' enjoyment of Epping Forest. Linked to this are:	Forest Services	Operations, Resources, Visitor Services and Conservation	2021
1, 2, 5	– Anti-Social Behaviour Management Plan	Forest Services	Operations, Resources, Visitor Services and Conservation	2021
1, 2, 3, 5	– Litter and Waste Management Plan	Forest Services	Operations and Visitor Services	2021

## Business action plan 2020–2023 continued

Strategic priorities	Strategic output document	Lead management team	Supporting team/s	Completion date
2, 4, 5	The <b>Deer Management Strategy</b> provides an opportunity to review the focus of deer management including both the Deer Sanctuary and the wild deer population which inhabit the Forest and the adjoining Buffer Land.	Forest Services	Conservation	2020
5	<b>Major Incident and Emergency Response Plan</b> This will detail how we respond to major incidents and emergencies, in accordance with best practice and in line with the national interoperability framework. Linked to this are:	Forest Services	All	2020
2, 5	– <b>Wildfire Site Plans</b>		Conservation	
2, 5	– <b>Flood Mitigation Plan</b>		All	
5	The <b>Business Resilience Plan</b> will ensure employees are equipped with the correct skills and response training, that we work effectively with partner organisations and that our operations are resilient at times of crisis.	Resources	All	2021
2	Review of the <b>Grazing Strategy</b> (2004) and development of a <b>Grazing Conservation and Business Plan</b> for the 2022-2030 period, including use of Buffer Lands for grazing.	Conservation	Operations	2021
2, 4, 5	<b>Acquisition Strategy</b> review and <b>Land Retention Policy</b>	Conservation	Superintendent	2022
1, 2, 3, 5	The <b>SAC Mitigation Framework*</b> outlines how we intend to work with the competent authorities and Natural England to ensure the protection of the Forest from Local Plan-led development and other external pressures. It will be an umbrella document for the following:	Conservation	Superintendent, Visitor Services, external competent authorities, consultants and Natural England	2021
1, 2	– SAMM Strategy including outline costings of on-site Forest-wide measures			2021
1, 2	– Forest SAC Infrastructure Plan/SANGS on CoLC-owned land – outline proposals.			2022
1, 2, 5	– Detailed, costed Mitigation Masterplan for a main visitor hub.			2023
2, 4	<b>Wood-Pasture Restoration Management Strategy</b> This will pull together our plans for the management of ancient trees, grassy and heathland wood pasture, grazing, mowing and flailing and set out the vision for managed wood-pasture along with appropriate areas of minimum intervention, based on robust scientific evidence. The strategy will be overarching and include:	Conservation	Operations	2022
	– <b>Veteran Tree Register</b> mapping			2023
	– <b>Grassland and Heathland Gazetteer</b>			2021

## Business action plan 2020–2023 continued

Strategic priorities	Strategic output document	Lead management team	Supporting team/s	Completion date
2, 5	The <b>Biodiversity Strategy</b> will parallel habitat management and climate action work. This outline strategy will highlight threats to species diversity, opportunities/priorities for species re-establishments, protected species conservation measures, species monitoring programmes, selective control of invasive non-native species (INNS) and biosecurity. It will act as an umbrella document for the following:	Conservation	Operations, consultants, external agencies, including but not limited to Forestry Commission and Natural England	2022
2	– <b>Scarce Species Register update</b>			2021
2, 5	– <b>Biosecurity Policy</b>			2021
2, 5	– <b>INNS Action Plan</b>			2022
1, 4, 5	The <b>Wayleaves Policy</b> will ensure all third-party routes (vehicular and pedestrian) across Forest Land into commercial and private, neighbouring properties are mapped, recorded and managed effectively and that wayleaves for underground utilities are robust to protect the integrity of the Forest boundaries.	Conservation	Forest Services Visitor Services	2022
1, 4	The <b>Estate Management Plan</b> will outline how we will resource and care for the infrastructure on the Forest. This includes the statutory duties of tree safety works, highway verge maintenance, path development and maintenance and large raised reservoir management. This will also include the portfolio of buildings working with our colleagues in the City Surveyors Department. (Asset Management Plan)	Resources and Operations	Conservation City Surveyors	June 2021
3, 4	<b>Village Greens Plans</b>	Operations	Visitor Services and Conservation	2023
3, 4	<b>Green Lanes Plan</b>	Operations	Visitor Services and Conservation	2023
1, 3, 4	<b>Integrated Site Plans</b>	Operations	All	
	– Buffer Lands			September 2021
	– Hollow Pond and Leyton Flats			2020
	– Chingford hub			March 2021
	– High Beach			December 2020

## Business action plan 2020–2023 continued

Strategic priorities	Strategic output document	Lead management team	Supporting team/s	Completion date
2, 4	The <b>Heritage Master Plan</b> will outline how we will approach the preservation of the Forest's important landscape heritage assets, such as the Scheduled Ancient Monuments (SAMs), registered parks/gardens, historic green lanes and specific sites with issues which challenge their protection. It will also outline how we will maintain our museum collection and archival materials to protect and enhance visitor appreciation for the important history of the Forest, umbrellas all heritage landscape plans such as:	Operations Visitor Services	Conservation and Resources	March 2022
4	– Tree Avenue Plan	Operations	Conservation and Visitor Services	June 2022
4	– Conservation Management Plans	Conservation	Operations	2022
2, 4	– Parkland Management Plan (Copped Hall)	Conservation	All	March 2021
1, 4	<b>Museum Accreditation Plan</b> This is specific to the Museum Accreditation Process and specifically needed to meet the needs of Arts Council England.	Visitor Services		2020
5	Our <b>Risk Management Framework</b> will outline the major risks that apply to Epping Forest Charity (no. 232990) and how we can mitigate against them.	Resources	All	2021
5	A <b>Financial Management Plan</b> as we seek to balance the City Corporations annual investment with an increased demand on our services and how we deliver them, including:	Resources		2020
5	<b>Income Generation Plan</b> Commercial Strategy Glamping tender	Visitor Services		2020
5	A <b>Fleet and Equipment Plan</b>	Operations	Resources	2020
5	A <b>Talent Management Strategy</b> will ensure staff and volunteers have the required skills, experience and expertise within our staff to successfully deliver the Epping Forest Management Strategy over the next decade, and beyond. – Volunteer development	Resources		2021
5	The <b>Sustainability and Social Responsibility Strategy</b> , articulating our approaches to achieving ISO 14001 by reducing our carbon (CO <sub>2</sub> ) and carbon equivalent emissions (CO <sub>2</sub> e) in relation to energy, travel, waste, water, and procurement; and ISO 26000 by engaging with our communities to promote the societal benefit of a vibrant Forest environment.	Resources	Operations and Superintendent	2020

## Business action plan 2020–2023 continued

In addition to the above actions, the following major projects will be ongoing, a number of which will be completed beyond the initial three-year Business Plan.

Strategic priorities	Major Projects	Project Lead	Projected completion	3-year milestone
2, 4, 5	10-year <b>Countryside Stewardship</b> applications, tendering, delivery and options monitoring and review of new Environmental Land Management (ELM) system	Head of Conservation	2030	Completion of all Forest compartments applications (2023) Review of ELM options (2024)
5, 3	<b>Major events</b> tender	Head of Visitor Services	2022	Tender completed (Spring 2021) Major events summer 2022
4	<b>World Heritage Status</b> (initial plans)	Head of Visitor Services	2029	
1, 2, 3, 4, 5	<b>Wanstead Park Project</b>	Head of Operations	2029	Lottery bid 2023
	<b>Wanstead Park Water Bodies</b> – Abstraction – LRR High Risk Engineering project – Flood Management	Head of Operations		Dam study 2020
5	<b>Charity Review</b>	Business Manager	2021	
3, 5	<b>Wanstead Flats football</b> facility improvement	Head of Visitor Services	2023	Secure project funding 2021
1, 5	<b>Café</b> build and operate tenders	Head of Visitor Services	2023	Tender produced summer 2021
4, 5	<b>Warren House</b>	Business Manager	2025	Feasibility study 2020 Draft report 2020 Tender design and build spring 2021
5	<b>Lodge refurbishment;</b>	Business Manager		
	– Baldwins			2020
	– Rangers Road			2021
	– 1 and 2 Jubilee Retreat			2021
	– Caddy House Flat			2021

## Business action plan 2020–2023 continued

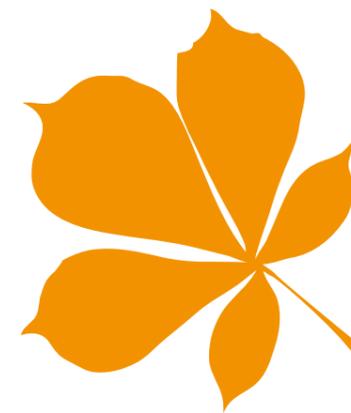
Strategic priorities	Major Projects	Project Lead	Projected completion	3-year milestone
4	<b>Statutory Large Raised Reservoir projects</b> – Birch Hall – Baldwins	Head of Operations		2021
1, 2, 4, 5	<b>SAC Mitigation Strategy</b>	Head of Conservation	2025	Developing on framework proposals once local authority sign off secured.
1, 5	<b>Capel Road lease and build opportunity</b>	Head of Visitor Services	2023	Project initiation December 2020 Tender spring 2021
1, 2, 3, 5	<b>Buffer Lands/wood-pasture creation project</b>	Head of Operations Head of Conservation	2023	Feasibility study 2021 Draft report 2021
2	<b>Wetlands and Streams Habitat Management Strategy</b> This will address bog and pond conservation, drainage, water abstraction, water quality and the overall priorities for individual site management.	Conservation Operations		2023
5	<b>Golf Development Project</b>	Head of Visitor Services	2023	Feasibility study winter 2021
1, 2, 3, 5	<b>Forest Sustainable Transport Strategy Project</b> This will be developed with competent authorities. It will guide responses to proposed highway works and explore ways to offer visitors access to the Forest using public transport or other sustainable options thus protecting the Forest and its visitors from the adverse impacts of vehicle transport and pollution.	Head of Conservation, Superintendent, Visitor Services, external competent authorities, ECC Highways, TfL, Natural England, consultants.		2025 – linked to Local Plan SAC mitigation work
2, 5	<b>Climate Action Strategy</b> City Corporation wide, which will involve the early development of a six-year Carbon Action Plan for the Buffer Lands and the management of the wetlands, soils and pollarded areas of the Forest.	Head of Conservation	2027 and ongoing thereafter	Six-year costed Climate Action Plan (CAP) completed by April 2021

# Epping Forest key performance measures for 2020–2023

The measures outlined below will inform us if we are succeeding in meeting the key strategic outcomes laid out in the strategy.

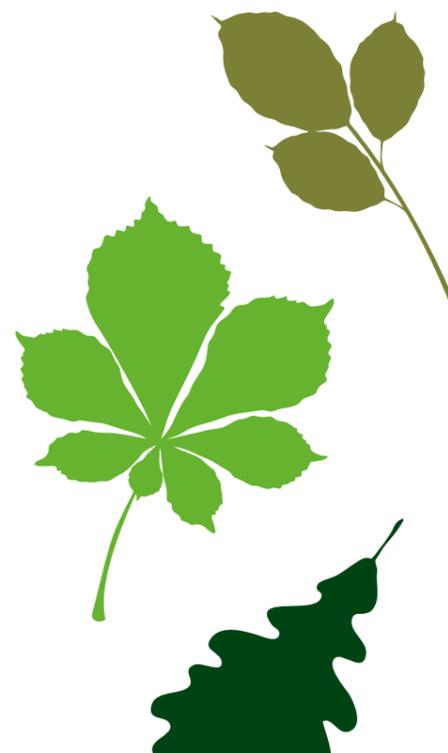
We will also contribute to several **Corporate Performance Measures** (including Freedom of Information responses, health and safety investigations, sickness absence, budgets, employee volunteering) and **Department Performance Measures** (including Green Heritage Accreditation, football and golf play numbers, visitor centre visits and ancient tree management).

Business area	Measure	Strategic objective	Outcome	Reporting frequency	Responsible officer
<b>Financial performance</b>	External income generation as a percentage of total income	5	a) A sustainable, responsive business model. b) Increased and diversified annual income sources and an increase in sponsorship opportunities and partnerships.	Annual	Resources Manager
<b>Customer service</b>	Number of visits	1	b) A broad range of visitors, visiting for a variety of diverse and recreational purposes.	Five yearly	Head of Visitor Services
	Calls to 1010 (including out of hours) and external email responses	5	a) A sustainable, responsive business model.	Quarterly	Resources Manager
<b>Quality assurance</b>	Quality of visitor experience – achievement of VAQAS and Green Flag	1	a) A high-quality visitor destination that is safe, clean and accessible.	Annual	Head of Visitor Services
		3	d) Epping Forest recognised as a consistently high-quality tourist and visitor attraction.		
<b>Customer engagement</b>	Web traffic and social media followers	1	d) An increased volunteer network and an actively and positively engaged wider community.	Quarterly	Head of Visitor Services
		3	a) Visitors are well informed and directed to more sustainable locations in the Forest.		
<b>Conservation performance</b>	Percentage SSSI/SAC in Favourable Condition and Unfavourable Condition recovering scores	2	a) Favourable conservation of SAC and favourable condition of SSSI secured.	Annual	Head of Conservation
	Extent and distribution of rare species data	2	e) Increased understanding and awareness of Forest's biodiversity importance.		



## Epping Forest key performance measures for 2020–2023 continued

Business area	Measure	Strategic objective	Outcome	Reporting frequency	Responsible officer
<b>Grazing</b>	Days per calendar year and hectare grazed	2	b) Dynamic wood-pasture and scrub with greater structural diversity and edge habitats restored. d) Establish extensive grazing rotation across central and northern Forest and Buffer Lands.	Annual	Head of Conservation
<b>Forest protection</b>	Epping Forest SAC Zone of Influence agreed in all local plans	4	a) Epping Forest recognised for its significant conservation and heritage landscape.	Annual	Head of Conservation
	Number of planning applications screened and responded to	4	a) Epping Forest recognised for its significant conservation and heritage landscape.	Annual	Head of Conservation
	Percentage of litter and waste recycled and number of fly tips	1	e) Minimise environmental damage through effective litter and waste management.	Quarterly	Head Forest Keeper
	Two wayleave compartment checks	4	d) Ensuring historic assets are well maintained and protected relevant / enjoyed and accessible.	Monthly	Head Forest Keeper
<b>Health and Safety performance</b>	Number and severity of reported accidents	1	c) A reduction in environmental crime, anti-social and illegal behaviour.	Annual	Resources Manager
		5	a) A sustainable, responsive business model.		



## Epping Forest key performance measures for 2020–2023 continued

Business area	Measure	Strategic objective	Outcome	Reporting frequency	Responsible officer
<b>Facilities management</b>	Percentage of estate buildings purposefully occupied	4	d) Ensuring historic assets are well maintained and protected relevant / enjoyed and accessible.	Annual	Resources Manager
		5	a) A sustainable, responsive business model.		
<b>Staff and volunteer management</b>	Training investment as a percentage of salary budget	5	c) Informed, engaged and well-trained staff base.	Annual	Resources Manager
	Staff turnover	5	c) Informed, engaged and well-trained staff base.	Annual	Resources Manager
	Volunteer hours	1	d) An increased volunteer network and an actively and positively engaged wider community.	Quarterly	Resources Manager
		4	b) Improved understanding and advocacy by the public of Epping Forest's heritage.		
<b>Forest management</b>	Tree safety		a) A high-quality visitor destination that is safe, clean and accessible.	Annual	Head of Operations
	Wood-pasture		a) Favourable conservation of SAC and favourable condition of SSSI secured. b) Dynamic wood-pasture and scrub with greater structural diversity and edge habitats restored. c) Re-established pollarding cycle with hundreds of new pollards.	Annual	Head of Operations



# Glossary

**Abstraction:** Removal of water from a source of supply (surface or groundwater).

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

- Biological, aesthetic or cultural interest, because of its great age
- A growth stage that is described as ancient or post-mature
- A chronological age that is old relative to others of the same species (Definition from Lonsdale 2013, Ancient Tree Forum)

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

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

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

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

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

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

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

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

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

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

**\*Forest with a capital 'F':** However, in the case of Epping Forest and other ex-Royal Forests in the UK, (which here we could distinguish from the Kyoto Protocol definition above by denoting them with a capital 'F') their origins may not involve land with trees at all. For example, Ashdown Forest in Sussex is an ancient heathland with few trees. The word 'forest' derives from the Norman language and was used to describe areas set-aside for the hunting of deer. In the UK when Royal Forests were established these were often situated on ancient Anglo-Saxon hunting grounds, which themselves were usually a mosaic of habitats including heaths, uncultivated grasslands and wooded areas. Epping Forest originates from just such an uncultivated ancient hunting landscape on which common rights of grazing or pasture also persisted alongside the hunting rights of royalty. Epping Forest's landscape, although containing many trees, is a complex mosaic in which pasture and the short rotation cutting of trees (coppice and pollard) predominated for centuries.

Forests (with a capital 'F') with trees, like Epping Forest, often contain ancient trees as a result of the long stability of tree management by commoners and this makes them exceptionally important, compared with other types of woodland, for biodiversity associated with trees.

**Green Infrastructure:** A network of natural and semi-natural features within and between villages, towns and cities.

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

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

**Heath/heathland:** A tract of uncultivated, generally nutrient poor land, with an open character, whose vegetation is dominated by dwarf shrubs, most typically belonging to the family ericaceae – heathers. Depending on levels of moisture heaths are further subdivided as dry heath, wet heath, heather moor and moss-moor. Heath under 300 metres above sea level is referred to as lowland heath. Epping Forest contains examples of lowland dry and lowland wet heaths and these form a key part of the Forest's designation as an internationally important Special Area of Conservation (SAC).

## Glossary continued

**High Forest:** Stands of trees, generally of seedling origin, that normally develop a high closed canopy.

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

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

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

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

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

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

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

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

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

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

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

applied for the maintenance or restoration, at a favourable conservation status, of the natural habitats and/or the populations of the species for which the site is designated.

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

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

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

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

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

**Photographers:** Matt Moran, Mark Powter, Chris Shepherd and Yvette Woodhouse

**Print date:** January 2021

© City of London Corporation

