



Hampstead Heath, Highgate Wood and Queen's Park Committee (For Information Items)

Date: WEDNESDAY, 8 FEBRUARY 2023

Time: 4.00 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

3. MINUTES

- b) Draft minutes of Hampstead Heath Consultative Committee (Pages 3 - 8)

To note the public minutes of the Hampstead Heath Consultative Committee meeting held on 16 January 2023.

5. DIRECTOR'S REPORT

Report of the Executive Director, Environment.

For Information
(Pages 9 - 14)

6. ASSISTANT DIRECTOR'S REPORT

Report of the Executive Director, Environment.

For Information
(Pages 15 - 32)

7. OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 9 APRIL - DECEMBER) 2022/23 - HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK

Report of the Chamberlain.

For Information
(Pages 33 - 54)

8. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - ENVIRONMENT DEPARTMENT**

Report of the Executive Director, Environment.

For Information
(Pages 55 - 66)

HAMPSTEAD HEATH CONSULTATIVE COMMITTEE **Monday, 16 January 2023**

Minutes of the meeting of the Hampstead Heath Consultative Committee held at
Guildhall on Monday, 16 January 2023 at 5.30 pm

Present

Members:

William Upton KC (Chairman)
Nick Bradfield
John Foley
Merlin Fox
Matthew Frith
Colin Gregory
Michael Hammerson
Dr Gaye Henson
Simon Hunt
Helen Payne
Susan Rose
Richard Sumray
Jeff Waage
Steve Ripley
David Walton
John Weston

Officers:

Richard Chamberlain	- City Surveyor's Department
Jonathan Meares	- Natural Environment Division
Declan Gallagher	- Natural Environment Division
Paul Maskell	- Natural Environment Division
Julie Fittock	- Natural Environment Division
Stefania Horne	- Natural Environment Division
Blair Stringman	- Town Clerk's Department

1. APOLOGIES

There were no apologies.

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

There were none.

3. MINUTES

3.1 Draft minutes of Hampstead Heath Consultative Committee held on 7 November 2022

RESOLVED – That the minutes of the Hampstead Heath Consultative Committee held on 7 November 2022 be approved as a correct record subject to the following amendments:

A Member (Dartmouth Park Conservation Area Advisory Committee) noted apologies were sent for the last meeting.

A Member (Heath & Hampstead Society) noted that the figure quoted under good news for learning and participation were for both Hampstead Heath and West Ham Park and it was requested that these figures for next year be separated.

MATTERS ARISING:

- It was noted that there had been no suggested change for the Heath Extension playground name but would be appropriate to record the contribution of Olivia from the Wild Wooders.
- The Assistant Director noted that work on a strategic framework for the Natural Environment is in preparation and would be taken to the Open Spaces and City Gardens Committee. The Assistant Director confirmed that this would consider the recently approved Target Operating Model and consider how partners work together and engage with each other. It was noted a report on the strategic development would come to the Committee later in the year.
- The Chairman noted that a timeline would be useful to have in future.

3.2 Draft minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee

RESOLVED – That the draft minutes of the Hampstead Heath, Highgate and Queen's Park Committee be noted.

MATTERS ARISING:

- Concerning a discussion on energy price increases, the Assistant Director noted that the City of London Corporation had identified budgets to be transferred to various departments to consider any increase in energy costs and there was an expectation that a budget adjustment would be considered.

4. KENWOOD MASTERPLAN

The Committee received a presentation from English Heritage.

The Committee was informed that English Heritage was currently developing a masterplan for Kenwood. The plan would assess how Kenwood can best fulfil its potential as a cultural centre and a place of inspiration, relaxation, creativity and learning. This presents clear opportunities whilst the Natural environment strategic framework is developing, and the Assistant Director noted that she will work more closely with Curatorial Director at English Heritage in the next few months to make sure that the strategic developments between Hampstead Heath and Kenwood remains aligned.

The Chairman noted that historically Hampstead Heath and Kenwood were managed together, however, there was a role for joint working and supporting the work of each other.

In response to questions raised by Members, Anna Eavis, Curatorial Director, noted that English Heritage had reached out to many organisations and received engaged responses. Members were informed that English Heritage was keen for organisations to provide feedback once the document is shaped and would follow up with Members outside the Committee on collaborative working. The Director said it was important that Kenwood develop a sustainable financial model which enhanced the landscape and ensure that Kenwood was well equipped for any repairs if necessary. Members were informed that English Heritage was considering the environmental aspects of Kenwood on carbon reduction.

The Assistant Director welcomed the presentation and noted that moving forward it would be useful to have a timescale on the progression of the Kenwood Master Plan to better help feed into further discussion and collaborative working.

RESOLVED – That the presentation be noted by the Committee.

5. SPORTS AND WELLBEING FORUM - DRAFT ACTION POINTS

The Committee received a report of draft action points of the Hampstead Heath Sports & Wellbeing Forum.

A Member (London Council for Sport and Recreation), noted that a review of the Hampstead Heath Sports & Wellbeing Forum should be brought to a future meeting.

RESOLVED – That, the report be noted.

6. ASSISTANT DIRECTORS UPDATE

The Committee considered a report of the Executive Director, Environment, providing the Assistant Director's Update.

In response to questions raised by a Member (Hampstead Garden Suburb Residents' Association), the Assistant Director noted that the City of London Corporation was committed to the strategic priorities on climate change and action strategy. It was noted that consideration for strategy review was to ensure that nature recovery was considered a high priority.

In response to questions raised by a Member (Heath & Hampstead Society) the Assistant Director said the Target Operating Model was a way for the City of London Corporation to think about the ability to deliver on strategic priorities and considering how the division can work internally and externally with partners. The Chairman noted that information and updates would be provided as and when appropriate.

Athletic Track

A Member (London Council for Sport and Recreation), noted that part of the proposal that will also be part of the planning process with Camden was lighting. It was noted by the Committee that the recommendation was a raise in the height of the lights which would be more directional and will reduce the number of lighting columns and as such, this would reduce the span of the lighting. An additional option also noted was for the power of the lighting to be reduced in the evenings and only be increased for major events.

Swimming

The Committee was provided with an update on the Swimming Capital Project. It was noted that market uncertainty and cost increases were due to market conditions and inflationary issues countrywide. Members were informed that there was a lack of interest during the procurement process and as a result, another tender was run and the closing date was extended with 4 bids being received, however, at present the bids were above budget and contact had been made with contractors to agree processes going forward. It was noted that officers were working with the Chamberlain on pricing and discussions regarding additional funding streams were being explored. Members noted that work was ongoing to ensure a programme of construction can be carried out without impacting too much on the accessibility of the facilities.

RESOLVED – That, the report be noted.

7. FEES AND CHARGES 2023-24

The Committee received a report of the Executive Director, Environment concerning proposed fees and charges for a range of sports and services provided at Hampstead Heath for 2023-24.

The Committee noted that the report would be presented to the management Committee for decision. The Assistant Director noted that the increase was in line with benchmarking and based on cost recovery and to continue to facilitate participation, taking into account the rising costs of living.

RESOLVED – That, the report be noted.

8. APPOINTMENT OF THE MEMBER OF THE LONDON WILDLIFE TRUST

The Committee received a report of the Town Clerk.

RESOLVED – That, the Hampstead Heath Consultative Committee support that Mathew Frith, nominated by the London Wildlife Trust, be appointed as a Member of the Management Committee for the consideration of business relating to Hampstead Heath, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

9. HEATH HANDS JANUARY UPDATE

The Committee received the draft action points of the Hampstead Heath Sports & Wellbeing Forum from November 2022.

RESOLVED – That, the report be noted.

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

Questions were raised as follows –

- In response to a query regarding the vacancy of sports Members, the Town Clerk noted that Under Schedule 4 of the London Government Reorganisation (Hampstead Heath) 1989 Order, consultation is not limited to the London Council for Sport and Recreation – it would be appropriate to consult any other bodies appearing to represent sporting interests as the City of London Corporation deems appropriate. The Clerk agreed to take this outside the Committee for consideration.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

12. DATE OF NEXT MEETING

The Committee noted the dates of the next meeting.

The meeting ended at 7.45pm

Chairman

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

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Committee(s): Hampstead Heath, Highgate Wood, Queens Park Committee	Date(s): 8 th February 2023
Subject: Directors Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N/A
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: Juliemma McLoughlin, Executive Director, Environment	For Information
Report author: Sally Agass, interim Director of Natural Environment	

Summary

This report provides the Committee Members with an update on matters relating to the work of the Natural Environment Division of the Environment Department since the last Committee in December 2022.

Recommendation

Members are asked to:

- Note the contents of the report.
- Provide feedback on the contents of the report

Main Report

Charity Review

Members are asked to note that the Natural Environment Charity Review Progress Report will be presented to the March Epping Forest Committee.

Members will recall that the review has four items, of which the strategic approach and matters on governance particularly any amendments to the Terms of Reference of this Committee will be the subject of consultation at a workshop in February 2023. Members will be advised of the date.

TOM Phase 2 is progressing to plan with the Corporate Services Committee planned for the 17th January 2023 and Members will be verbally advised of the outcome

The draft strategies have now been brought together in an overarching document which will be discussed at the February workshop.

Key News from our Charities

Epping Forest

Epping Forest launch its first externally funded sustainable guided walking trail on 26 September at Goldings Hill, Loughton. Adjacent to a local residential estate and public transport bus stop, the scheme is designed to provide local walking routes to discourage travel through the SAC to 'honeypot' sites. The Lord Mayor also planted a tree with members of the Gifford family to commemorate the late Sir Roger Giffords £75,000 investment in the creation of the Gifford Wood Forest extension planting at Horseshoe Hill, Upshire. A £280k project led by the District Surveyor team was also completed on the Birch Hall Park lake Small Raised Reservoir (SRR) to create an access road, make the dam safe and manage overflow arrangements through a series of downstream biodiversity friendly 'leaky' dams.

Sadly, Epping Forest was notified by DEFRA of a confirmed Avian Flu wildfowl death on 30 October, following notifications to the Government Department of a significant number of bird deaths. These deaths coincide with a substantial Avian Flu outbreak amongst the UK wild bird population. DEFRA/Animal Plant Health Agency signage urging public caution and restrictions on feeding have been erected at lakes, and Keepers are collecting wildfowl carcasses from various lakes, particularly Eagle Pond, following strict Health & Safety protocols supported by a new dedicated Category 1 waste stream.

The Commons

Contract teams have completed a range of tasks across The Commons during the period; CSS funded wood pasture and heathland restoration programmes at Burnham Beeches and haloing ancient trees at Ashted Common. Contractors and Rangers have completed the high priority Tree Safety program for the Burnham Beeches and contractors have started work on a £15,000 tree safety program at West Wickham and Coulsdon Common (WWCC). Rangers using a specialist remote controlled machine safely restored optimum conditions for rare wildflowers and invertebrates on some of the steepest chalk grassland slopes on Kenley Common and Riddlesdown.

Volunteers have delivered 2679 hours of work in November and December, the equivalent of £ 26,790 using the Heritage Fund's matched funding calculator. Works have varied widely from completing the restoration of an old horse drawn timber lifter at Ashted Common to scrub and heathland management on all sites and specialist survey roles. Working in partnership with the Geological Society of London, 20 volunteers over two weekends restored a geological trail at the base of the Riddlesdown quarry. This will enable visiting scientists, students, and engineers to better understand the structure of London's chalk. End of year volunteer Christmas thank you events were hosted by the City Corporation at each site.

With the support of a private donation two new Exmoor ponies were acquired in December and are now grazing Stoke Common along with our existing two ponies for the winter. Across the sites cattle have been TB tested and are now in winter quarters

with our first calves due in Early January at West Wickham and Coulsdon Common. Following the launch of their donation scheme in December, Ashted Common have already raised £1,611, including one donation of £1,500 while Burnham Beeches received a £3000 donation to help towards ancient tree management during the period.

The City Engineers Team completed delivery of the £17,000 Woodlands Road Bridge strengthening works at Ashted Common. This will allow large vehicles, including fire engines, to access the Common more easily. A new water pipe has been installed to 13-Acre Bury on New Hill at WWCC enabling Sussex cattle to graze around 30ha of recently restored chalk grassland using the No Fence collars. Thames water have made good progress with identifying a potential solution to the sewage overflow problems in Farnham Common and will be progressing a feasibility study. In the meantime, they are monitoring the impact of sewage on the Nile stream.

Following a question at the Epping Forest and Commons Committee in November 2022 on the lower-than-expected car park income at WWCC, the reduced income is forecast to be 50% lower than budgeted (predicted to be £29,000 this year with an income target of £58,000). The main issue appears to be that post covid not as many people are visiting the sites coupled with reduced income from Riddlesdown Common, where there is readily available free parking on the side roads which users have been using in preference to paying for onsite parking.

West Ham Park – Former Nursery Site

Notification of the disposal of the former nursery site adjacent to West Ham Park was made via a section 121 notice (under the Charities Act 2011) in March 2022. A section 105 Order (under the same Act) to allow part of the proceeds of the disposal to be received in kind by the provision of new operational facilities was obtained in August 2022. The commercial agreement with the preferred developer is currently being finalised.

Learning

The learning programme has engaged over 28,000 participants at Epping Forest, Hampstead Heath and West Ham Park so far this year. We are on track to meet our engagement targets, and school numbers have returned to pre-pandemic levels.

The school programme reached students in some of London's most deprived boroughs, including Tower Hamlets, Newham, Hackney, Waltham Forest and Haringey. Students take part in a variety of nature-based activities which build fusion skills, confidence and wellbeing as well as supporting the National Curriculum. The programme includes bespoke SEND school provision.

Two young people will be joining the learning team for work experience programme as part of the City of London Academies Trust Pre-apprenticeship Academy. This programme provides an opportunity for pupils at risk of exclusion from school to get a fresh start and develop their fusion skills and resilience. The students will be placed at one of the team's play centres, supporting young children to learn through play.

Students from pupil referral units visited Epping Forest in December, with further visits at the Heath planned for January.

Operational Property review

The Corporation is currently conducting a Corporate Property Review that is running alongside the Natural Environment Property Asset Review.

In order to progress with the Natural Environment Review the ownership of each asset needs to be established alongside any restrictive covenants or limitations on its use placed on the asset. This work is in progress and is supported by the Corporation Property Lawyer and this work will be made available to the Corporate Operational Property Review Group. With the completion of the baseline information a paper will be brought to this Committee to present the options for the future management of our assets. Please note two separate pieces of work are also in transit to better understand the treatment and management of the buffer lands and the lands classified as 'Pink Land'.

The nine Natural Environment Charities currently list 142 property assets. Once our baseline information gathering is complete each Charity will then have a complete register, including Title Deeds, registration numbers and history of any transfers or change of ownerships or restrictive covenants.

This base line information will be reported to this committee in midsummer 2023 as this information will inform the committee of what we can or cannot do in relation to each property in terms of income generation or alternate uses of the properties.

In addition, valuations of each property will be needed from City Surveyors to ensure that the assets are correctly shown in the annual accounts for each charity. Alongside the valuations, condition surveys on the prioritised properties can identify the refurbishment costs needed to bring properties back into use. Each property will be treated on a case -by -case basis and the best future use determined. For example, if a property is owned by the Corporation, they will have the right to sell for a capital receipt, subject to any restrictive covenants etc but officers will be able to present alternative uses if that is in the best interests of the charity.

Byelaws

The Natural Environment Division have established a Byelaw Review Group to examine the byelaws for each of the open spaces. However, due to the pressures on staff and the timing of the TOM Phase 2 proposals, this work will progress at a slower pace. The Comptroller and City Solicitor produced some detailed proposals for Epping Forest, which was selected as a pilot project, last year. The proposals

cover topical issues of general application, such as the use of drones and personal electric vehicles, as well as local matters that are specific to Epping.

There is also an opportunity to revoke byelaws that are no longer needed, and to update some of the historical language, whilst focussing on those changes that will have the biggest impact. These proposals are still being considered. The issues raised are complex, and may in some case be contentious, which is a reason for taking our time to complete this review. Any new byelaws (which create new criminal offences) must be necessary and proportionate and comply with the relevant statutory framework and the available guidance. Further reports will be brought back to committee in due course. We will also need to liaise with The Department for Levelling Up, Housing and Communities and carry out a period of public consultation at the appropriate stages. It is hoped that the pilot project at Epping Forest can be progressed over the summer and autumn, followed by the other open spaces in order of priority.

Projects Update

Monument Update

The Monument, is a visitor attraction, scientific instrument and heritage feature in the City of London, operated by Tower Bridge staff on behalf of the Natural Environment Division, who are the asset owner. Officers are exploring one current opportunity to work with the private sector, creating a Monument visitor centre in the immediate vicinity. The opportunity could result in a visitor centre constructed and fitted out at little or no cost to the Corporation. Several positive meetings with the prospective development partner and their architectural consultants have been held. Both parties have agreed to further test the viability of a proposed visitor centre by commissioning a feasibility study to better understand the space requirements, the potential operators and the business model options for the facility. The appointed consultant team commenced work in December 2022.

Corporate & Strategic Implications

All projects and works delivered by our Charities contribute towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments.

A key strategic link is the Climate Action Strategy, and we work with the Departmental and Corporate teams to deliver those elements allocated to the Natural Environment Department,

Financial Implications

Not applicable

Resource Implications

Not directly applicable

Climate Implications

Not directly applicable

Legal Implications

Not applicable at this time but will be reported to Committee as part of the Charity Review

Risk Implications

Not applicable

Equality Implications

No impact.

Security Implications

Not applicable

Appendices

None

Sally Agass

Interim Director, Environment Department.

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Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Date(s): 8 February 2023
Subject: Assistant Directors Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11 & 12
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: Executive Director, Environment	For Information
Report author: Stefania Horne, Assistant Director	

Summary

This report provides Members with an update on matters relating to Hampstead Heath, Highgate Wood and Queen's Park since December 2022.

Recommendation

Members are asked to:

- Note the content of the report

Main Report

Management Framework

1. An update on Sub-Divisional Plan 2022-25 projects is attached (appendix 1).

Events

2. Recent events include:
 - Hampstead Heath Christmas Fayre (1 December 2022 – 8 January 2023)
 - Christmas Day Swim (25 December 2022)
 - New Years Day Swim (1 January 2023)
 - Middlesex Centenary Cross Country (21 January 2023)
 - Parliament Hill Ice Swim Hootenanny (PHISH) at the Lido (21 January 2023)
3. Upcoming events include:

- 2-3 May Local Football competition Parliament Hill
- 10-14 May Affordable art Fair (to be finalised)
- 16 and 18 May Local Tennis competition Parliament Hill
- 20 May Night of 10K Personal Best
- 21 May Hampstead 4 Heart walk - British Heart foundation

4. A comprehensive list of events is attached at appendix 2.

Swimming

5. A project on a page summary has been prepared in relation to the Swimming – Safety, Access and Security Capital Project (appendix 3).

Athletic Track

6. A Gateway 3/4 report forms part of the meeting agenda.

Queen's Green Canopy

7. 11 trees that have been donated as part of the Queen's Green Canopy initiative were planted at the Hampstead Heath Extension forming a new avenue on the south western side of the cricket pitch. Heath Hands helped to plan further 11 trees on the Heath. A special alder tree was presented to Greater London's recipients by the Lord-Lieutenant of Greater London, Sir Kenneth Olisa OBE, at a special Gifting Ceremony, which took place on the morning of Monday 3rd October, at The Royal Hospital Chelsea. The tree for Hampstead Heath was planted in Golders Hill Park.

Car Parking Enforcement

8. A contractor has been identified to implement the proposals for a streamlined enforcement system. The new system will be launched in April 2023.

Partnership Working

9. English Heritage is currently developing a masterplan for Kenwood. The plan will assess how Kenwood can best fulfil its potential as a cultural centre and a place of inspiration, relaxation, creativity and learning. This presents clear opportunities whilst the Natural environment strategic framework is developing and the Assistant Director will work more closely with Curatorial Director at English Heritage in the next few months to make sure that the strategic developments between Hampstead Heath and Kenwood remains aligned,
10. The Partnership with Heath Hands is stronger than ever. The Charity is very successful in delivering volunteering sessions with over 11,000 hours contributed by volunteers since April 2022 including 400 volunteer sessions and over The Delivery of the Camden Council's Health Walks project has been transferred to Heath Hands, giving opportunities to contribute to the health and well being of local communities.

Good News

11. A recent survey of bat boxes on Hampstead Heath uncovered a number of bats with three species identified including Common and Soprano Pipistrelles and a Noctule. This survey indicates there is a healthy population of bats on the Heath and that they are using the boxes the Conservation Team have installed.

Corporate & Strategic Implications

12. The projects and works outlined in this report contribute towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments.
13. The projects and works outlined in this report contribute towards the achievement of the Hampstead Heath Management Strategy 2018-2028 Strategic Outcomes A: The Heath is maintained as a flourishing green space and historic landscape, B: Improved quality of life for Heath visitors, C: The Heath is inclusive and welcoming to a diverse range of visitors and D: Greater number of and diversity of People taking care of the Heath.

Financial Implications

14. Donations are currently being sought for the following project:
 - Model Boating Pond Island - wildlife sanctuary (£50,000). The project includes works to install additional reed beds and protect the island at the Model Boating Pond. £6,253.00 has currently been raised towards this project.
15. Donations can be made via the City of London website: <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/donate-to-hampstead-heath>

Resource Implications

16. No impact.

Climate Implications

17. Included within the Sub-Divisional Plan 2022-25 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted within the Natural Environment Division.

Legal Implications

18. No impact.

Risk Implications

19. Risks are monitored and recorded through the Departmental Risk Register, which forms part of the meeting agenda.

Equality Implications

20. No impact.

Security Implications

21. Security implications are monitored and recorded through the Departmental Risk register, which forms part of the meeting agenda.

Appendices

- Appendix 1 – Sub-Divisional Plan 2022-25 (January update)
- Appendix 2 – List of proposed events for 2023
- Appendix 3 – Project on a Page (Swimming Capital Project)

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HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK SUB-DIVISIONAL PLAN 2022-2025

Introduction

This Sub-Divisional Plan is part of the Management Framework for the Hampstead Heath, Highgate Wood, Queen's Park and Keats House Sub-Division, which sits within the City of London Corporation's Natural Environment Division.

The Division is comprised of three individual charities, each with their own Charitable Objects:

Hampstead Heath (803392)	The preservation of Hampstead Heath for the recreation and enjoyment of the public.
Highgate Wood & Queen's Park (232986)	The preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood and Queen's Park, Kilburn for the use by the public for exercise and recreation.
Keats House (1053381)	To preserve, maintain and restore for the education and benefit of the public the house and grounds known as Keats House as a museum and memorial to John Keats.

The Sub- Divisional Plan is part of a hierarchy of strategies and plans which form a 'golden thread', translating City Corporation Strategic Outcomes into operational delivery, as follows:

- Corporate Plan, 2018-23.
- The Natural Environment strategic framework
- Hampstead Heath Management Strategy 2018-28
- Conservation Management Plans
- Three-year Sub-Divisional Plan that guides implementation.
- An Annual Works Programme and Project Plans, supported by detailed specifications and guidance

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

- Performance Development Approach (PDA), detailing individual's targets to achieve the outcomes and objectives above.

The Sub-Divisional Plan is written for a three-year rolling period and is reviewed and updated annually to identify milestones achieved and inform the projects and priorities for future periods. A version of the Sub-Divisional Plan has been developed for each Charity.

Criteria for Divisional Plan Projects:

The definition and criteria of projects to be included in the Plan are as follows:

- Projects requiring formative community engagement and consultation.
- Capital Projects over £50k.
- Projects spanning more than one financial year.
- Complex and high-risk projects.
- Projects with involvement of other Divisions, for example the City Surveyors.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
1	Deliver Efficiencies, Savings and Income Generation Projects Implement the approved Budget for 2022/23. Investigate opportunities for gift aid to support donations.	On-going.		A number of initiatives are in place to increase effectiveness including: introduction of a gift aid process for donations, review of lido and ponds booking systems, review of enforcement in car parks and review of the Lido.
2	Support Implementation of the Target Operating Model (TOM) Review operational arrangements to align with the TOM.	Phase 2 Implementation 2022/23.		TOM phase 1 completed, and implemented from 4 April 2022. TOM phase launched December 2022 with implementation from January 2023.
3	Develop our Workforce Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	On-going.		Linking to the city staff development and learning programme, this includes new modules i.e. public speaking. Opportunities to act up are in place and further opportunities includes apprenticeships and collaborations, i.e. training to become a green flag judge
4	Compliance with the ULEZ In order to meet the emission requirements and manage the financial implications of the ULEZ, implement the agreed vehicle replacement plan to minimise the impact upon the environment.	Completed		Vehicle replacement programme completed. Vehicles will remain under review to ensure compliance with regulations.
5	Divisional Radio System Procure an alternative Radio system.	On-going.		The new Mast is operational. Signal boosting technology is being investigated. Further testing to be carried out on the effectiveness of a radio system which uses push to talk technology over the cellular network.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
6	Promote Health Connections Work together with Partners, including Heath Hands and the NHS, to promote health & wellbeing.	On-going.		Work continues to strengthen the referral process with a number of activities managed by Heath Hands.
7	Licencing schemes Undertake consultation and engagement to inform the development of a licencing scheme for Fitness Trainers, and Professional Dog Walking. Implement a Licencing for Forest Schools.	On-going.		Professional Dog Walking Licences have been processed and monitoring of the licencing scheme will progress in the new year.
8	Develop Heritage Outcomes Engage with Historic England and local historians to: Develop a Heritage Conservation Management Plan for the Heath. Incorporate preservation and interpretation actions to preserve and interpret archaeological and heritage into the existing Compartment Management Plans.	2023/24.		An audit of heritage across the new Natural Environment Division has been undertaken. The initial audit, which is expected to be completed by late spring, will be reported to the Divisional Director to inform TOM Phase 2 and the future management of these assets as part of the Natural Environment overall strategy.
9	Bio-Security Management Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.	On-going.		Consultations with DEFRA and Forestry commission are in place to test different methodologies and options.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
10	Planning Regular monitoring of development and planning applications to ensure that the Heath is protected.	On-going.		Current planning applications being monitored include: - Jack Straws Castle (Hampstead Heath). Party Wall discussions are on-going. -Fairground Site Vale Of Health London NW3 1AU (2021/5819/P). New application (Jan 6 2023) - Certificate of Lawfulness (Existing). Use as mixed use site for travelling showpeople and a residential caravan site. -Cranley Gardens. Demolition work has started on site. The development is being delivered by London Borough of Haringey. We are awaiting further news on the Murphy's Yard development proposals.
11	Climate Action Strategy Open Spaces seek opportunities to enhance carbon capture while enhancing biodiversity and resilience. These actions will contribute towards the City Corporation achieving Net 0 by 2027 in scope 1 & 2 emissions.	2027 Net 0 scope 1 & 2. 2040 Net 0 Scope 1, 2 & 3.		A programme of allowing areas of amenity grassland to develop into meadow is planned for 2023, following consultation. This will support the Climate Action Strategy's objectives on carbon removals, and also increase biodiversity value across the Heath.
12	Litter, Waste & Recycling Reduce reliance on external contracts. Undertaken public engagement in relation to recycling.	On-going.		Positive discussion with the City Veolia contract management team took place to manage the contract more effectively.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
13	Review of Systems Undertake a review of current arrangements in relation to online booking, FPN's and CRM to identify efficiencies and improve the customer experience.	On-going.		Review of swimming system is being scoped.
14	Visitor Engagement Undertake surveys and capture data to understand visitor trends and satisfaction.	On-going.		A new swimming survey will be launched in early 2023.
15	Asset Management Review and implement site specific Asset Management Plans.	On-going.		An asset management plan is in place to ensure effective management of the built assets to meet statutory obligations, generate efficiencies and improve buildings to support effective service delivery. As well as considering key buildings, the plan also considers the Cyclical works plan that identifies priority interventions.
16	Interventions to mitigate impacts from increasing visitor pressures Interventions to address impacts on wildlife, erosion, compaction, path maintenance, waymarking and signage improvements.	On-going.		A number of fenced off areas have successfully recovered but will remain fenced off as they are now providing refuges for wildlife. More restoration works will be carried out in the new year when ground conditions have improved.
17	Café Marketing Undertake remarketing of the opportunities to lease the cafés at Golders Hill Park Café, Parliament Hill Café, Parliament Hill Fields Lido Café, Heath Extension Kiosk, Queen's Park Café and Highgate Wood Pavilion Café.	2023		External consultants with Food and Beverage expertise will be asked to submit advisory marketing reports, fee profiles and marketing budget estimates, with key estimated dates or time periods for stages of the marketing process, to inform the future marketing process for the cafes. Scoping of works to be discussed January-March 2023.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
18	Volunteering Opportunities Maximise volunteering opportunities by offering a range of activities and working in partnership with Heath Hands and other key partners.	On-going.		The Trees and Conservation Manager is working with the Heath Hands Development Officer identifying potential funding opportunities focusing on nature recovery, biodiversity and climate action.

Hampstead Heath Charity Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
HH1	Swimming Capital Project Progress through the Capital Project Gateway Procedures a programme of safety, access and security improvements across the Bathing Ponds and Lido.	Implement 2022/23.		See project on a page update include within the meeting agenda pack.
HH2	Parliament Hill Athletics Track Reconstruction Capital Project To reconstruct the Athletics Track Surface in order to maintain U.K. Athletics (UKA) TrackMark Standard Level 1.	2022/23.		A Gateway 3/4 report is include within the meeting agenda pack.
HH3	Playgrounds Implement improvements at the Hampstead Heath Extension.	Completed.		The playground re-opened on 5 November 2022.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath Charity Projects

Ref	Project Details	Key Dates	RAG	Notes on progress
HH4	Cycling Install additional cycle parking at entrances and facilities. Improve cycle signage, waymarking and maps. Where appropriate, work with Partners to implement cycle bursts for children using the Heath to travel to and from school.	On-going.		This will be reviewed in line with the reviewed Management Strategy.
HH5	Golders Hill Park Accessible Car Park Undertake a tendering process to appoint a Consultant to develop options which facilitate safe weekend and Bank Holiday opening of the Car Park.	2022/23		New car park markings have been installed. Next steps: -Installation of signage & comms. -Enforcement.
HH6	Golders Hill Park Zoo Undertake an options appraisal to inform discussions with the Hampstead Heath Consultative Committee regarding the long-term sustainability of the Zoo.	Summer 2022 (present options to HHCC).		An Officer Project steering group has been set up to implement priorities as agreed by HHMC. New visitor experiences are being shaped up to be promoted in the summer. Two Scottish Wildcats have been included in the collection at Golders Hill Park Zoo, in line with the development plan.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath Charity Projects

Ref	Project Details	Key Dates	RAG	Notes on progress
HH7	Master Plan for optimising facilities at Parliament Hill Undertake a review of facilities and buildings at Parliament Hill to inform provision of a visitor centre, maintain suitable accommodation for staff and volunteers, as well as improved sports facilities and improved learning facilities.	September 2022.		A Parliament Hill masterplan is being finalised following feedback with the HHCC and the sports forum and further engagement with wider Heath users will take place in 2023. (Linked to project 15)
HH8	Mid-Term Review – Hampstead Heath Management Strategy 2018-2028	2023-24		

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Highgate Wood & Queen's Park Charity Projects

Ref	Project Detail	Key Dates	RAG	Notes on progress
HWQP1	Sandpit Refurbishment of the Sandpit and improve provision of equipment in the Children's Play Area.	Summer 2023.		Community Infrastructure Levy Funding has been awarded by the London Borough of Brent. The Consultant has reviewed the previous concept design and has produced technical drawings. The next step is to undertake a procurement exercise in spring 2023.
HWQP2	Woodland Walk Consult on, finalise and implement the Queen's Park Woodland Walk Management Plan.	On-going.		Members of the Woodland Walk Working Group met with representatives from the Hampstead Heath Management Team on site and discussed hedge laying and tree work opportunities. The Group also discussed the Woodland Walk extension proposal and scoping is in progress.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Highgate Wood & Queen's Park Charity Projects				
HWQP3	Conservation Management Plan (CMP) Develop a draft Conservation Management Plans for Highgate Wood & Queen's Park	On-going.		The current Queen's Park CMP expires during 2023.
Ref	Project Details	Key Dates	RAG	Notes on progress
HWQP4	Roman Kiln Working with the Friends of Highgate Wood Roman Kiln (FOHRK), return the Roman Kiln artefact to Highgate Wood and rehouse in the repurposed Highgate Wood Office/visitor centre.	On-going.		A initial enquiry with the National Lottery Heritage Fund proved very positive. A funding bid application for £250,000 has been submitted with support from the FOHRK. The outcome of the funding application is expected mid-February.
HWQP5	Signage & Interpretation Complete the noticeboard replacement programme.	On-going.		Installation of 4 oak timber notice boards at Highgate Wood is planned during 2023.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started



HAMPSTEAD HEATH EVENTS PROPOSED PROGRAMME -2023

Date	Month	Day	Name of Event	Organiser	Time	Place
2 May		Tuesday	CSSA Football Competition	Camden Borough	3pm-6pm	PH fields
3 May		Wednesday	CSSA Football Competition	Camden Borough	3pm-6pm	PH fields
10 May		Wednesday	AAF - provisional		11am-9pm	EH
11 May		Thursday	AAF - provisional		11am-9pm	EH
12 May		Friday	AAF - provisional		11am-9pm	EH
13 May		Saturday	AAF - provisional		11am-9pm	EH
14 May		Sunday	AAF - provisional		11am-9pm	EH
16 May		Tuesday	SG Tennis Competition	Camden Borough	4pm-6pm	PH Tennis courts
18 May		Thursday	SG Mini Tennis Competition	Camden Borough	4pm-6pm	PH tennis Courts
20 May		Saturday	10k PBs night	Highgate Harriers	1pm-10pm	Athl Track
21 May		Sunday	Hampstead 4 Heart Walk / Run	British Heart Foundation	10am-1pm	EH
4 June		Sunday	Heath Hands Community Day	Heath Hands	1pm-4pm	Bandstand
6 June		Tuesday	CSSA Quadkids	Camden Borough	9am-3pm	Athl Track
9 June		Friday	CSSA Football - final	Camden Borough	4pm-6pm	PH fields
10 June		Saturday	Race for your Life	Jubilee Hall Trust	10am-12pm	PH-Bandstand
13 June		Tuesday	CSSA Outdoor Athletics	Camden Borough	9am-3pm	Athl Track
18 June		Sunday	Race of Life	Cancer Research	11am-2pm	EH
25 June		Sunday	Kites on the Heath	HHS / CoL	1pm-4pm	PH
6 July		Thursday	CSSA Rounders Championships	Camden Borough	10am-3pm	PH fields
12 July		Wednesday	CA Inclusive Athletics	12noon-3pm		
16 July		Sunday	GIAG Festival	CoL	11am-5pm	PH
3 September		Sunday	Duathlon	Jubilee Trust / Highgtae harriers	7.30am-12noon	PH
3 September		Sunday	Highgate Harriers Quadkids	Highgate Harriers	12noon-2pm	Athl track
3 September		Sunday	Natural Aspect Concert	Heath & Hampstead Society / CoL	1pm-5.30pm	PH Bandstand
8 October		Sunday	Conkers Championship	CoL	12noon-4pm	PH Bandstand
11 October		Wednesday	Civil Service Cross Country Championships	HMT	2pm-5pm	PH
19 October		Thursday	Zippos - provisional	Zippos	7.30pm-9pm	EH
20 October		Friday	Zippos - provisional	Zippos		EH
21 October		Saturday	Zippos - provisional	Zippos		EH
22 October		Sunday	Zippos - provisional	Zippos		EH
23 October		Monday	Zippos - provisional	Zippos		EH
24 October		Tuesday	Zippos - provisional	Zippos		EH
25 October		Wednesday	Zippos - provisional	Zippos		EH
26 October		Thursday	Zippos - provisional	Zippos		EH
27 October		Friday	Zippos - provisional	Zippos		EH
28 October		Saturday	Zippos - provisional	Zippos		EH
29 October		Sunday	Zippos - provisional	Zippos		EH
18 November		Saturday	London Youth Games Cross Country	London Youth Games Association	10am-3pm	HH
25 November		Saturday	Christmas fair - X-nmas tree only	John Parnam Funfairs		EH
2 December		Saturday	Christmas fair	John Parnam Funfairs		EH
3 December		Sunday	Christmas fair	John Parnam Funfairs		EH
4 December		Monday	Christmas fair	John Parnam Funfairs		EH
5 December		Tuesday	Christmas fair	John Parnam Funfairs		EH
6 December		Wednesday	Christmas fair	John Parnam Funfairs		EH
7 December		Thursday	Christmas fair	John Parnam Funfairs		EH
7 December		Thursday	London Fire Brigade Welfare Cross Country Champ	London Fire Brigade	12noon-2pm	EH
8 December		Friday	Christmas fair	John Parnam Funfairs		EH
9 December		Saturday	Christmas fair	John Parnam Funfairs		EH
10 December		Sunday	Christmas fair	John Parnam Funfairs		EH
11 December		Monday	Christmas fair	John Parnam Funfairs		EH
12 December		Tuesday	Christmas fair	John Parnam Funfairs		EH
13 December		Wednesday	Christmas fair	John Parnam Funfairs		EH
14 December		Thursday	Christmas fair	John Parnam Funfairs		EH
15 December		Friday	Christmas fair	John Parnam Funfairs		EH
16 December		Saturday	Christmas fair	John Parnam Funfairs		EH
17 December		Sunday	Christmas fair	John Parnam Funfairs		EH
18 December		Monday	Christmas fair	John Parnam Funfairs		EH
19 December		Tuesday	Christmas fair	John Parnam Funfairs		EH
20 December		Wednesday	Christmas fair	John Parnam Funfairs		EH
21 December		Thursday	Christmas fair	John Parnam Funfairs		EH
22 December		Friday	Christmas fair	John Parnam Funfairs		EH
23 December		Saturday	Christmas fair	John Parnam Funfairs		EH
24 December		Sunday	Christmas fair	John Parnam Funfairs		EH
25 December		Monday	Christmas fair	John Parnam Funfairs		EH
25 December		Monday	Christmas Day swim	CoL	8.30am-10am	Men's Pond
26 December		Tuesday	Christmas fair	John Parnam Funfairs		EH
27 December		Wednesday	Christmas fair	John Parnam Funfairs		EH
28 December		Thursday	Christmas fair	John Parnam Funfairs		EH
29 December		Friday	Christmas fair	John Parnam Funfairs		EH
30 December		Saturday	Christmas fair	John Parnam Funfairs		EH
31 December		Sunday	Christmas fair until 2/01	John Parnam Funfairs		EH

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SWIMMING - Access, Safety & Security	Outcome	Lead	Overall status	
	Improved safety, access and security across the three Bathing Ponds.	Edwin Birch/Richard Chamberlain (C. Surveyors) Stefania Horne/ Paul Maskell (HH)	<div>R</div>	
Date of Report: 30 January 2022Phase: Procurement				
Highlights		Next Steps		
Following the tender submissions on 10 th December 2022, 4 bids were received. The team have moderated the responses and more time has been needed to review the funding strategy as all the commercial submissions were above the Pre-Tender estimate of £490k.		Gateway 5 Report – February 2023		<div>Metrics</div> <div>Status</div>
A winning supplier has been identified. The corresponding programme is set at 18 weeks, but allows for all the ponds to be open while the works are taking place. Initial discussions have been held on site to review the proposed site set up and operations and it is planned that further discussions will take place with the associated swimming groups shortly.		Start on Site – March		<div>Budget</div> <div>R</div>
• A funding gap solution has been identified and further discussions are ongoing with the Chamberlain.		Project Completion – July 2023		<div>Schedule</div> <div>R</div>
• Looking ahead: Gateway 5 approval and tender award				<div>Risk</div> <div>A</div>
Risks and Issues		Reasons for RAG Status		
Key Risks		1. Following the tender, additional funding is required in order to enter into contract in January 2023.		
1. Stakeholder interventions		2. Schedule is red pending contract confirmation.		
2. Unexpected rare species found during works				
3. Service Damage during construction				
4. Project Programme overruns				

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Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 08/02/2023
Subject: Operational Finance Progress Report (Period 9 April - December) 2022/23 – Hampstead Heath, Highgate Wood and Queen's Park	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Chamberlain	For Information
Report author: Neil Chambers, Chamberlain's Department Simon Owen, Chamberlain's Department	

Summary

This report provides an update on the operational finance position as @ period 9 (April - December) 2022/23 for Hampstead Heath, Highgate Wood and Queen's Park local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds and endowment balances held and other relevant finance information which fall within the remit of your Committee.

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

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. In order to improve financial reporting to Committee, a set of various financial appendices and commentary have been produced to enable greater clarity of revenue budgets and other financial information needed to allow greater scrutiny of the financial performance of Hampstead Heath, Highgate Wood and Queen's Park, to ensure they remain within the Executive Director Environments local risk resources for 2022/23.
2. To ensure your Committee is kept informed, an update on progress made against budgets will be reported to you on a periodic (quarterly) basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance to them.

Local Risk Revenue Forecast Outturn 2022/23

3. As detailed in the Table 1 below, Hampstead Heath, Highgate Wood and Queen's Park has an overall net local risk expenditure revenue budget of £4.727m. The current forecast outturn for 2022/23 as @ period 9 (December) is £4.293m, a forecast underspend of £434k currently. This is an improvement of £379k on the previous reported underspend position of £55k as @ period 6 (September).

Table 1 – Local Risk Revenue Budget Forecast Outturn 2022/23

Hampstead Heath, Highgate Wood and Queen's Park Committee (City's Cash)	Latest Approved Budget 2022/23 £'000	Forecast for the Year 2022/23	
		Projected Outturn £'000	Variance from LAB £'000
Hampstead Heath	(3,899)	(3,499)	400
Highgate Wood	(333)	(333)	0
Queen's Park	(495)	(461)	34
Total	(4,727)	(4,293)	434

4. This forecast underspend is part of a wider overall overspend projected for other services within the Natural Environment Division of £453k. Overall the Executive Director Environment is forecasting a total net overspend for the Environment Department of £19k for 2022/23 (previously £176k as @ period 6 September) when adjusting for other Service Committees within her remit.
5. To enable further detailed consideration of the service areas relating specifically to Hampstead Heath, Highgate Wood and Queen's Park, Appendices 1-3 sets out a more detailed financial analysis of local risk and central risk monitoring reports for period 9, including reasons for significant budget variations.

6. The overall local risk forecast underspend of £434k (9.2%) against the approved budget of £4.727m is mainly due underspends forecast at Hampstead Heath for additional income at the Lido £400k and facilities hire £468k, following exceptionally good summer weather, plus staffing savings due to vacancies held during the departmental TOM restructure £100k. These have been partly offset by overspends on a variety of project related expenditure £205k, covering the Heath extension playground, purchases of additional visitor counters, ponds aerators, costs attached to major planning applications, development of a master plan, review of booking system and review of mobile phones used by the constabulary. Further offsets relate to forecast reductions in income for ponds £100k, parking charges £140k, filming income £58k and licences £62k.

Local Risk Actual Position to Date

7. Appendices 4 and 5 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for the committee.
8. Appendix 4 highlights that we have received actual income to date of £2.685m against a budget to date of £1.871m, a favourable variance of £814k. The main income variance to date relate to Hampstead Heath receiving fees & charges income from the lido £424k and facilities hire £499k ahead of expected budget profile due to exceptionally good weather for the summer season. This is partly offset by reduced income to date from the ponds £113k. This favourable performance is expected to continue until year-end outturn and income projections will need to be monitored in light of this positive performance to date.
9. Appendix 5 highlights that we have incurred actual expenditure to date of £5.293m against a budget to date of £5.304m, a favourable variance of £11k to date. The main expenditure variances to date relate to Hampstead Heath £104k, incurring spend ahead of budget profile on various budget lines for equipment, furniture & materials; fees & services and premises related costs, which are partly offset by staffing vacancies savings and transport underspends. This unfavourable net variance is also partly offset by a favourable variance to date at Queen's Park £72k and Highgate Wood £43k, mainly due to savings on salary costs due to vacancies, which are expected to continue until year end.
10. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.

Capital Projects

11. Table 2 below outlines the current live capital projects in progress against their currently approved budget. It should be noted that the “current approved budget” is the amount currently agreed by Committee to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
12. For the various Hampstead Heath projects listed, out of a current approved budget of £710k, £572k has been spent or committed to date, leaving a remaining budget of £138k to progress the projects to the next project gateway, release of further capital funds or completion.

Table 2 – Live Capital Projects

Capital Projects – Hampstead Heath	Total Estimated Cost of Project £'s	Current Approved Budget £'s	Prior Year Actual Spend £'s	In Year Actual Expenditure £'s	In Year Committed Expenditure £'s	Current Approved Budget Unspent £'s
East Heath Car Park Resurfacing	395,878	408,000	405,764	(9,388)	9,613	2,011
Parliament Hill Athletics Track	2,000,000	111,000	0	0	0	111,000
Hampstead Heath Swimming Facilities	775,705	190,700	27,420	112,841	25,216	25,223
Total	3,171,583	709,700	433,184	103,454	34,828	138,234

13. In light of the current financial climate and with the implication of inflation and other cost pressures (construction inflation is expected to rise as high as 20% and CPI rose by 9.9% in the last 12 months), Resource Allocation Sub-Committee (RASC), supported by the Operational Property and Projects Sub Committee, agreed to pause the business as usual (BAU) capital programme and carry out a Capital Review. The goal of the Capital Review is to ensure that projects do not exceed current overall estimated capital budgets across City Fund and City’s Cash for the financial year 2022-23 and 2023-24.
14. The BAU Capital Review is looking at projects funded through the Corporation’s own resources, and it excludes projects funded through ring-fenced pots. This will be achieved by: (1) pausing/stopping projects that are low priority/identify as desirable and (2) reviewing the scope of higher priority projects to ensure the Corporation obtains value-for-money in the current economic climate.
15. The projects identified in Table 2 above have been considered within this Capital Review and were discussed by RASC when a follow-up report was tabled by the Chamberlain on the 9th November. Following on from the RASC meeting, all of the projects listed in Table 2 were given approval by RASC to progress.
16. As a result of this Capital Review, for the financial year 2023/24, no new capital bids will be taken forward, however, a £3m contingency has been set aside in City’s Cash for essential health and safety capital schemes.

Outstanding Invoiced Debts

17. At the end of December 2022, total outstanding invoiced debt for Hampstead Heath, Highgate Wood and Queen's Park was £81,193 out of a total debt for Natural Environment Division (including City Gardens) of £350,784. Of this Hampstead Heath, Highgate Wood and Queen's Park debt, £23,963 (30%) was over 120 days+, £21,040 (26%) was between 60-120 days and £36,190 (44%) was under 60 days.
18. Appendix 6 shows a graphical representation of the total invoiced debts over 120 days+ outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The first graph shows the time trend of the level of 120 day+ debt outstanding over the previous 6-month period. The debt spike in July 2022 related mainly to the Arts Fair £63k (The Affordable Art Fair Ltd) and Easter Fair £22k (The Showman's Guild of Great Britain) for fairs held on East Heath. These debts have now been fully settled.
19. The lower graph analyses the split of this debt across the various Hampstead Heath, Highgate Wood and Queen's Park divisions of service. The majority of the £23,963 outstanding debt balance relates to Hampstead Heath (£22,891 / 96%). This is made up of £7,262 National Grid Gas PLC; £3,865 North Thames Gas; £6,433 JJHH Ltd and £6,403 numerous other small debtors.
20. A further detailed debt report of all outstanding debts (not just the balance over 120 days+) will be provided as per normal business practice to report periodic monitoring for Chief Officers on the level of debt arrears to Service Committees at the next available Open Spaces and City Gardens Committee.

Charity Funds (Restricted, Unrestricted and Endowments)

21. Appendix 7 lists the various restricted, unrestricted and endowment funds held by Hampstead Heath, Highgate Wood and Queen's Park charities. It details the opening balance for the 2022-23 financial year and any movements up to period 9 (April-December 2022).
22. It should be noted that the various charity funds listed in Appendix 7 should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.
23. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:
 - **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.
 - **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time

and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Cash funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Cash.

- **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.
- **Endowment** - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment (see below):
 - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
 - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

Deficit Funding

24. The current funding model is for each charity's total net expenditure (local risk, central risk and recharges) to be funded from City's Cash. The table below details the previous year's levels of deficit funding grant made from City's Cash to the various Natural Environment charities, with a forecast of that sum currently required for 2022/23.

Table 3 – Deficit Funding by City Cash

Charity	Actual 2018/19 £'000	Actual 2019/20 £'000	Actual 2020/21 £'000	Actual 2021/22 £'000	Estimate 2022/23 £'000
Hampstead Heath Consolidated	5,988	6,134	5,872	4,776	4,083
Highgate Wood & Queen's Park Kilburn	1,245	1,348	1,372	1,034	1,054
Sub-Total HH, HW & QP	7,233	7,482	7,244	5,810	5,137
Epping Forest	4,643	5,209	4,928	4,500	4,376
Burnham Beeches & Stoke Common	864	1,005	818	792	690
West Wickham & Coulsdon	1,194	1,071	1,166	949	992
Ashted Common	511	505	513	463	435
West Ham Park	1,186	1,331	1,271	1,172	992
Keats House	358	540	335	275	264
Total Natural Environment Division	15,989	17,143	16,275	13,961	12,886

25. The main reason for the forecast reduction in deficit funding required in 2022/23, largely relates to reductions in the City Surveyors cyclical works programme (CWP) forecast to be spent this financial year. The CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with any variances carried over to 2023/24. The carry-over of unspent balances 2022/23 will be reported to Operational Property and Project Sub Committee as part of closing of accounts.

Gift Aid

26. One option identified to help generate future additional funding as we move through the Charity Review, is maximising Gift Aid contributions, which have not historically provided value for money to claim, given low levels of donations income on which claims could be made compared to the costs of administering the claims.
27. In order to progress this income generating option for the Natural Environment charities, a Gift Aid pilot project for Hampstead Heath has been established and is progressing well. New bank accounts have been allocated which has allowed the Natural Environment Division to complete its HMRC registration, which has now been confirmed by HMRC. Everything is now in place with Just Giving, so we are currently in the process of awaiting the first payments to be received into the bank account to be able to start processing Gift Aid through our systems

Appendices

Appendix 1 – Hampstead Heath Local Risk and Central Risk Monitoring Reports @ December (period 9)

Appendix 2 – Highgate Wood Local Risk and Central Risk Monitoring Reports @ December (period 9)

Appendix 3 – Queen's Park Local Risk and Central Risk Monitoring Reports @ December (period 9)

Appendix 4 - Income Performance 2022/23 as @ December (period 9)

Appendix 5 - Expenditure Performance 2022/23 as @ December (period 9)

Appendix 6 - Outstanding Invoiced Debt 120 Days+ as @ December (period 9)

Appendix 7 - Reserve Funds & Endowments Hampstead Heath, Highgate Wood and Queen's Park Committee

Contacts

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Hampstead Heath, Highgate Wood and Queen's Park - Local Risk Revenue Budget 2022/23 - December (Period 9)

HAMPSTEAD HEATH	Latest Approved Budget 2022/23 £	Actual to Date £	Projected Outturn 2022/23 £	Variance from Latest Approved Budget 2022/23		Variance Change from P8 £	Notes
				£	%		
Direct Employees	5,316,000	3,913,505	5,216,000	(100,000)	-2%	0	1
Indirect Employees	15,000	10,679	15,000	0	0%	0	
Repairs and Maintenance	0	97	0	0	0%	0	
Energy Costs	101,000	56,673	121,000	20,000	20%	0	2
Rates	54,000	28,357	54,000	0	0%	0	
Water Services	62,000	86,017	95,000	33,000	53%	0	3
Cleaning and Domestic Supplies	60,000	30,434	60,000	0	0%	0	
Grounds Maintenance Costs	87,000	21,890	87,000	0	0%	0	
Premises	364,000	223,467	417,000	53,000	15%	0	
Transport	111,000	42,222	90,000	(21,000)	-19%	0	4
Equipment, Furniture & Materials	144,000	174,020	280,000	136,000	94%	0	5
Fees and Services	131,000	152,151	180,000	49,000	37%	0	6
Other	80,000	79,757	100,000	20,000	25%	0	7
Supplies and Services	355,000	405,929	560,000	205,000	58%	0	
Total Expenditure	6,161,000	4,595,802	6,298,000	137,000	2%	0	
Other Contributions	(15,000)	(49,387)	(55,000)	(40,000)	267%	0	8
Sales	(61,000)	(43,781)	(50,000)	11,000	-18%	0	
LIDO	(350,000)	(683,371)	(750,000)	(400,000)	114%	0	9
Ponds	(390,000)	(176,043)	(290,000)	100,000	-26%	0	10
Parking	(640,000)	(472,134)	(500,000)	140,000	-22%	0	11
Facilities	(232,000)	(670,955)	(700,000)	(468,000)	202%	0	12
Film	(69,000)	(10,950)	(11,000)	58,000	-84%	0	13
Licenses/certificates	(262,000)	(176,977)	(200,000)	62,000	-24%	(40,000)	14
Rents etc	(243,000)	(203,848)	(243,000)	0	0%	0	
Total Income	(2,262,000)	(2,487,447)	(2,799,000)	(537,000)	24%	(40,000)	
Total Net Expenditure - Local Risk	3,899,000	2,108,355	3,499,000	(400,000)	-10%	(40,000)	
Central Risk							
Capital Charges	212,000	0	212,000	0	0%	0	
Investment Income	(1,713,000)	0	(1,713,000)	0	0%	0	
Total Net Expenditure - Central Risk	(1,501,000)	0	(1,501,000)	0	0%	0	

Notes:

- Due to vacancies held whilst the department going through its TOM restructure.
- Increase of energy costs.
- Particularly dry summer - needed increased usage of water.
- Reduced car usage plus ULEZ cars more efficient.
- Heath extension playground which is offset by donations income, plus additional purchases of visitor counters and ponds aerators.
- Costs attached to major planning applications, development of master plan, and review of booking systems (all agreed by committee).
- Review of mobile phones for constabulary.
- Heath extension playground donations, offset by costs of project.
- Additional usage due to exceptionally good weather.
- Budget needs to be reviewed, potentially some additional income from Lido could relate to Ponds income.
- Reduction in car parking charges and less visitors in autumn months.
- Exceptionally good summer has enabled additional facilities income. This covers weddings and event hire of venues, also hiring of sports facilities like tennis courts, cricket nets/pitches and croquet areas.
- Unpredictable business with no dedicated staff.
- Fewer licences issued than expected.

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Appendix 2

Hampstead Heath, Highgate Wood and Queen's Park - Local Risk Revenue Budget 2022/23 - December (Period 9)

HIGHGATE WOOD	Latest Approved Budget 2022/23 £	Actual to Date £	Projected Outturn 2022/23 £	Variance from Latest Approved Budget 2022/23		Variance Change from P8 £	Notes
				£	%		
Direct Employees	330,000	224,737	330,000	0	0%	0	
Indirect Employees	0	0	0	0	0%	0	
Premises	49,000	32,264	49,000	0	0%	0	
Transport	2,000	482	2,000	0	0%	0	
Supplies and Services	34,000	19,780	34,000	0	0%	0	
Total Expenditure	415,000	277,262	415,000	0	0%	0	
Fees and charges	(31,000)	(35,476)	(36,000)	(5,000)	16%	0	
Rents, tithes etc	(51,000)	(31,829)	(46,000)	5,000	-10%	0	
Income	(82,000)	(67,305)	(82,000)	0	0%	0	
Total Net Expenditure - Local Risk	333,000	209,957	333,000	0	0%	0	
Central Risk							
External interest	(5,000)	0	(5,000)	0	0%	0	
Total Net Expenditure - Central Risk	(5,000)	0	(5,000)	0	0%	0	

Notes:

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Hampstead Heath, Highgate Wood and Queen's Park - Local Risk Revenue Budget 2022/23 - December (Period 9)

QUEEN'S PARK	Latest Approved Budget 2022/23 £	Actual to Date £	Projected Outturn 2022/23 £	Variance from Latest Approved Budget 2022/23		Variance Change from P8 £	Notes
				£	%		
Direct Employees	505,000	309,820	450,000	(55,000)	-11%	0	1
Indirect Employees	1,000	494	1,000	0	0%	0	
Premises	51,000	22,613	51,000	0	0%	0	
Transport	2,000	318	2,000	0	0%	0	
Equipment, Furniture and Materials	48,000	35,415	48,000	0	0%	0	
Total Fees and Services	34,000	7,953	34,000	0	0%	0	
Other	59,000	43,818	59,000	0	0%	0	
Supplies and Services	141,000	87,187	141,000	0	0%	0	
Contingency - Savings to be applied	(26,000)	0	(26,000)	0	0%	0	
Total Expenditure	674,000	420,431	619,000	(55,000)	-8%	0	
Other Contributions (incl. donations)	(11,000)	(925)	(11,000)	0	0%	0	
Sales	(5,000)	0	(5,000)	0	0%	0	
Facilities	(93,000)	(86,194)	(93,000)	0	0%	0	
Other Fees and Charges	(18,000)	(28,680)	(29,000)	(11,000)	61%	0	
Rents etc	(52,000)	(15,000)	(20,000)	32,000	-62%	0	2
Income	(179,000)	(130,800)	(158,000)	21,000	-12%	0	
Total Net Expenditure - Local Risk	495,000	289,632	461,000	(34,000)	-7%	0	
Central Risk							
Capital Charges	16,000	0	16,000	0	0%	0	
Total Net Expenditure - Central Risk	16,000	0	16,000	0	0%	0	

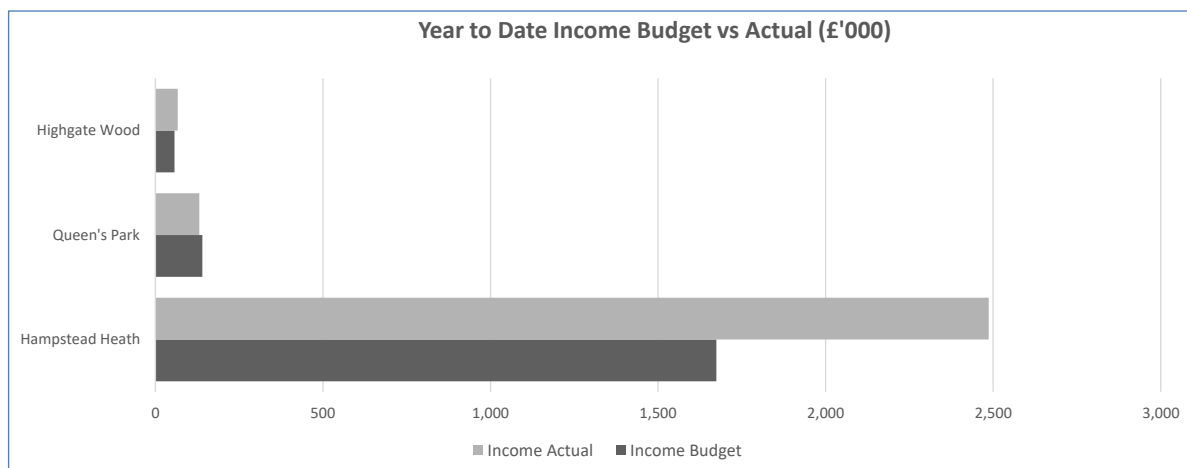
Notes:

1. £55k favourable outturn variance is due to vacancies held whilst the Department is going through its TOM restructure.

2. Queen's Park Café - the café tenants remain on a Tenancy at Will currently. They were looking at renewing the lease but it got delayed. They had budgeted at what they thought the new lease would generate but it's still on Tenancy at Will, so the budget is now over inflated and if the lease renewal gets delayed again, will need to be reduced.

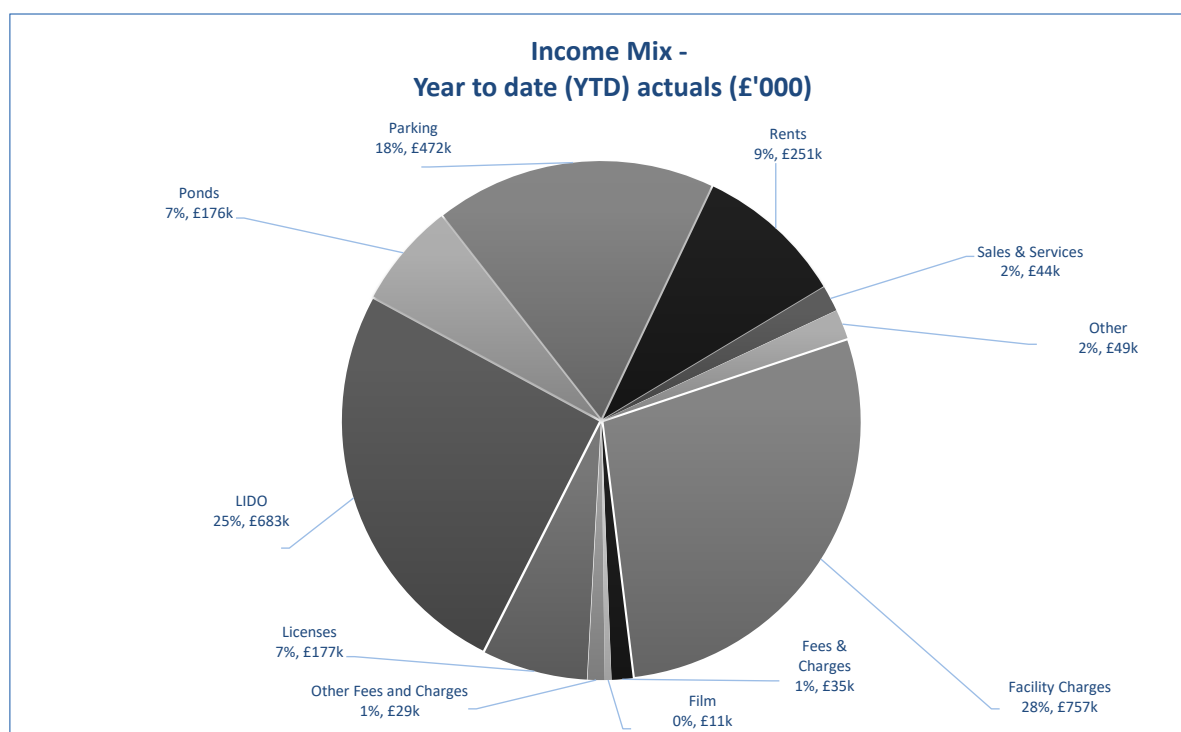
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**Hampstead Heath, Highgate Wood and Queen's Park Income Performance 2022/23 -
December (Period 9)**



Notes:

1. **Hampstead Heath** - majority of the £0.813m favourable variance year to date mainly relates to increased Lido income £424k and facilities hire income £499k due to exceptionally good weather for the summer season, which is partly offset by reduced ponds income £113k.

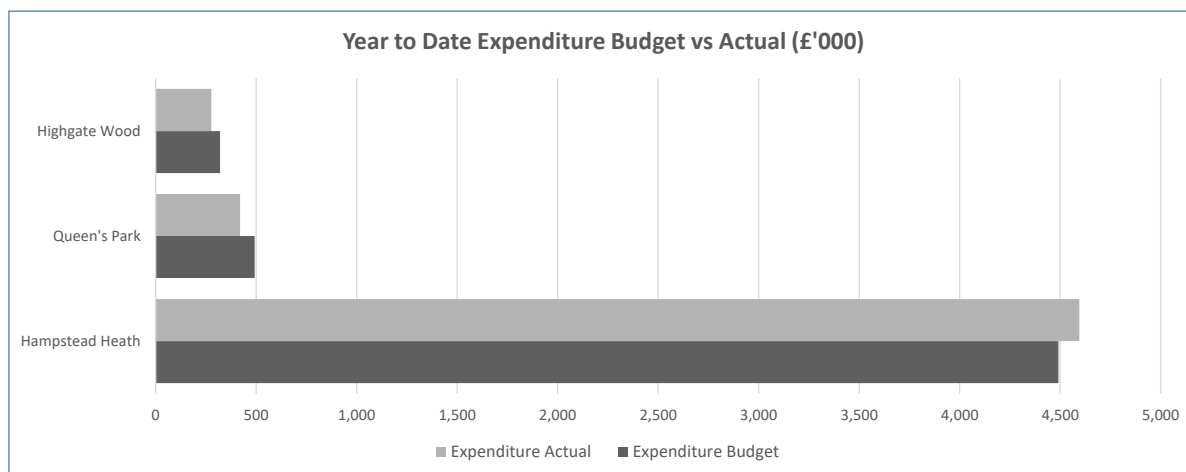


Notes:

1. Total year to date actual income as @ December (Period 9) = £2.685m

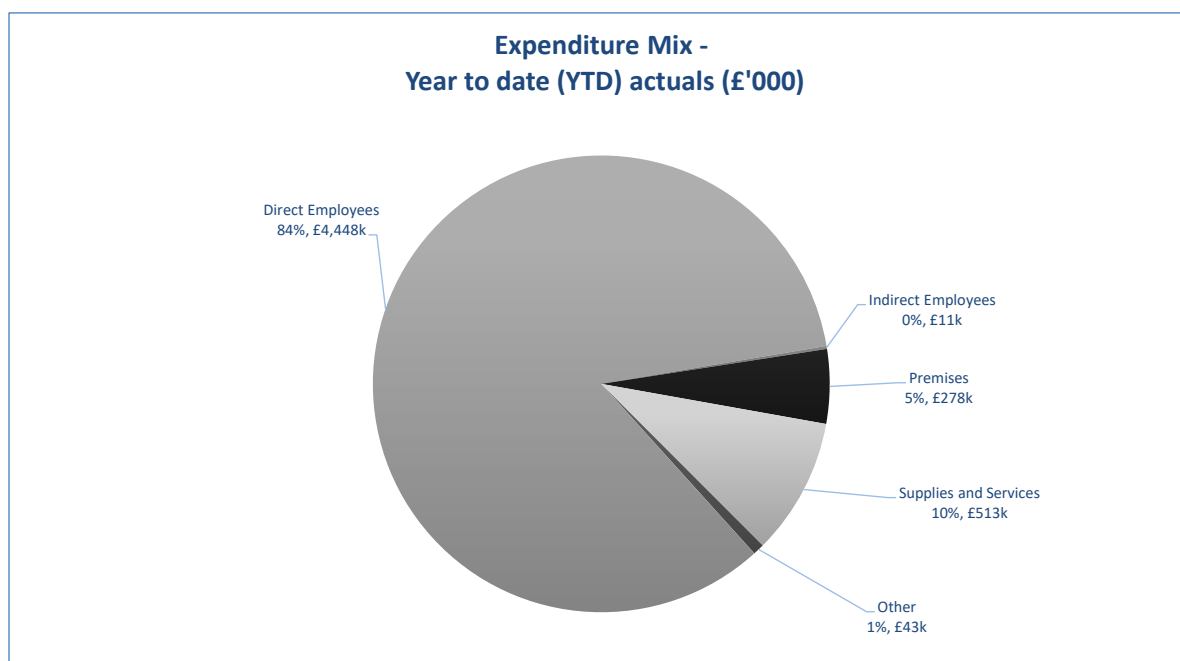
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Hampstead Heath, Highgate Wood and Queen's Park Expenditure Performance
2022/23 - December (Period 9)



Notes:

1. Hampstead Heath - unfavourable variance of £104k mainly relates to a variety of project related expenditure £126k, covering the Heath extension playground, purchases of additional visitor counters, ponds aerators, costs attached to major planning applications, development of a master plan, review of booking system and review of mobile phones used by the constabulary. These are partly offset by savings in salary costs £72k due to staff vacancies.

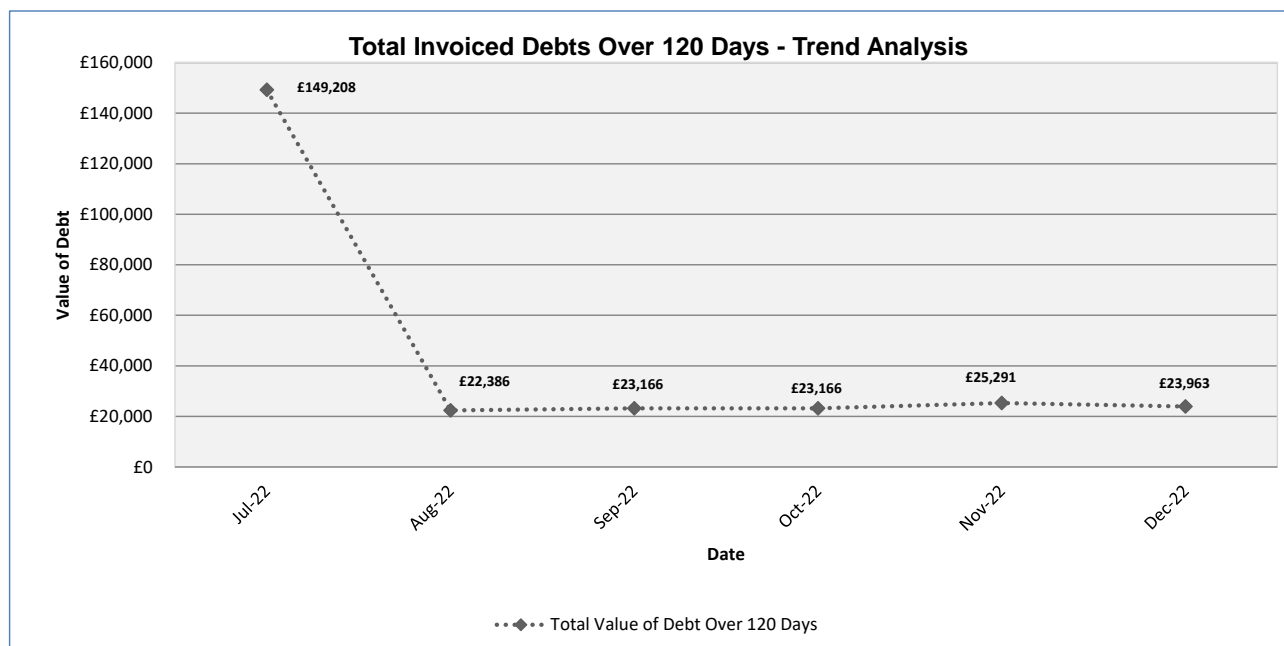


Notes:

1. Total year to date actual expenditure as @ December (Period 9) = £5.293m
2. Premises costs mainly relate to cleaning & refuse; electricity & gas; rates; repairs & maintenance; water etc.
3. Supplies & Services costs mainly relates to equipment; furniture & materials; communication & computing; livestock; professional fees & services;
4. Other costs mainly relate to cleansing charges; contingency; third party payments; transport.

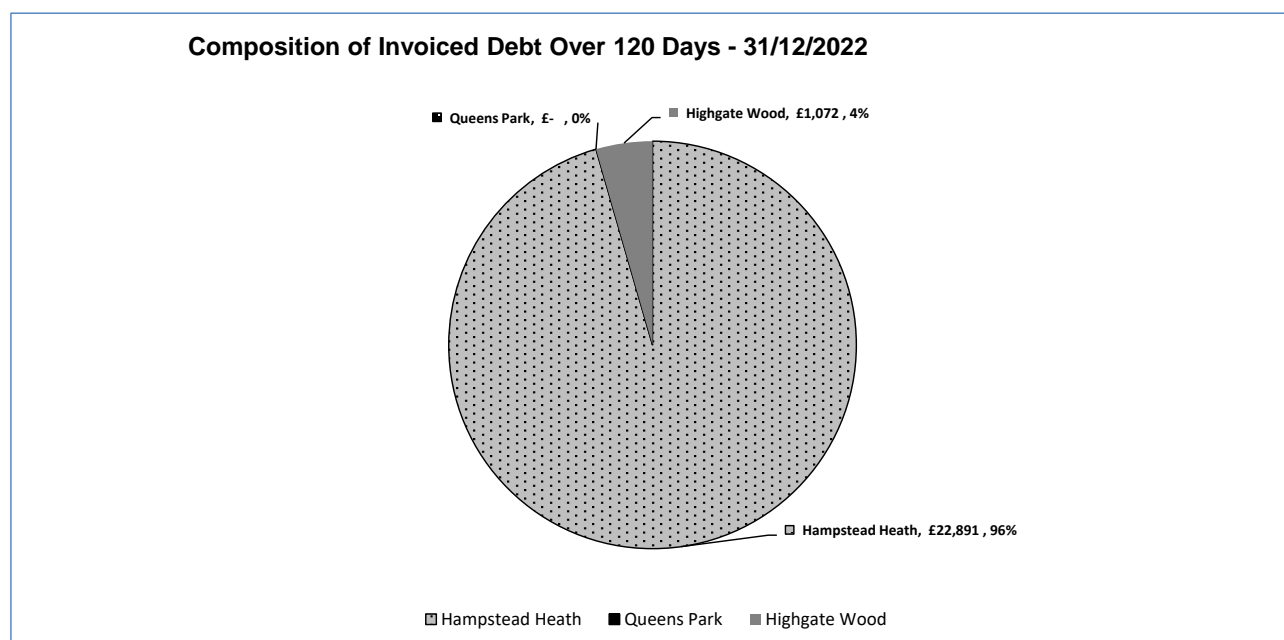
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Hampstead Heath, Highgate Wood and Queen's Park
Outstanding Invoiced Debts Over 120 Days - December (Period 9)



Note:

1. December total debt over 120 days is £23,963 for Hampstead Heath, Highgate Wood and Queen's Park, a decrease of £1,328 from the November debt position. The majority of this debt relates solely to Hampstead Heath (£22,891 / 96%).



Break down of Hampstead Heath, Highgate Wood and Queen's Park debt £23,963

1. £7,262 - National Grid Gas
2. £6,433 – JJHH Ltd
3. £3,865 - North Thames Gas Board
4. £6,403 - Numerous other small debtors

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Charity Funds (Restricted, Unrestricted and Endowments) - December (Period 9)

	Opening Balance 2022/23 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Closing Balance 2022/23 £'s
<u>Hampstead Heath (Charity Only)</u>					
Restricted Income Funds:					
Campaign Donations	7,352				7,352
Parliament Hill Outdoor Gym	2,233				2,233
Unrestricted Income Funds:					
General Funds	1,735				1,735
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Buildings, Infrastructure & Equipment)	19,607,668				19,607,668
Capital Fund	3,331				3,331
Total Hampstead Heath (Charity Only)	19,622,319	0	0	0	19,622,319
<u>Hampstead Heath Trust Fund (inc. in consolidated accounts)</u>					
Permanent Endowment	33,768,864				33,768,864
Expendable Endowment	782,826				782,826
Unrestricted Income Funds:					
General Funds	566,888				566,888
Total Hampstead Heath (Trust Fund)	35,118,578	0	0	0	35,118,578
<u>Highgate Wood and Queen's Park</u>					
Restricted Income Funds:					
Campaign Donations - Sandpit & Playground Improvements	13,629				13,629
Unrestricted Income Funds:					
General Funds	173,496				173,496
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Land, Buildings and Infrastructure)	136,547				136,547
Total Highgate Wood and Queen's Park	323,672	0	0	0	323,672
Total Hampstead Heath, HW & QP Committee	55,064,569	0	0	0	55,064,569

Note:

The various sub-totals shown within Appendix 7 should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.

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Committee:	Date:
Open Spaces Committee – For decision	13 February 2023
West Ham Park Committee – For information	13 February 2023
Hampstead Heath, Highgate Wood & Queen’s Park Committee – For information	8 February 2023
Epping Forest and Commons Committee – For information	16 March 2023
Subject: Draft High-Level Business Plan 2023/24 – Environment Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 5, 6, 11, 12
Does this proposal require extra revenue and/or capital spending?	N
Report of: Juliemma McLoughlin, Executive Director Environment	
Report author: Joanne Hill, Environment Department	

Summary

This report presents for approval the high-level Business Plan for the Environment Department for 2023/24. Due to the complexity and scope of the department, three separate High-Level Business Plans have been produced to reflect our three key Committee ‘clusters’. The plan presented in this report covers the Natural Environment Division and City Gardens.

Recommendation

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

- Note the factors taken into consideration in compiling the Environment Department Business Plan; and
- Approve, subject to the incorporation of any changes sought by this Committee, the departmental high-level Business Plan 2023/24.

Members of the West Ham Park Committee; the Epping Forest and Commons Committee; and the Hampstead Heath, Highgate Wood and Queen’s Park Committee are asked to:

- Note this report

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans as being brief, concise, focused and consistent statements of the key ambitions and objectives for each department.
2. For 2023/24, the high-level Business Plan has further evolved to add more narrative and improve readability. The Business Plan now incorporates TOM departmental structure changes. As a high-level plan, this document does not capture the granularity of departmental work but gives the strategic overview of departmental activity, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2023/24

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2023/24 for the Natural Environment Division and the City Gardens Service of the Environment Department.
4. This high-level plan includes the key areas of work that will be undertaken during 2023/24, all of which are focused on the need to continue to deliver our services in an efficient and compliant manner, while maximising opportunities to reduce expenditure and generate income.
5. The plan was developed through consultation with the department's Senior Leadership Team, Assistant Directors and colleagues from across the wider City Corporation. The involvement of colleagues from Town Clerk's Department, and the Chamberlain's Department has been instrumental in refining deliverables and priorities.
6. Throughout the year, the Environment Department reports to Committees on progress made against the workstreams and performance indicators set out in its Business Plan. Updates on key business risks are also reported on a regular basis. This gives Members the opportunity to scrutinise the department's progress towards achieving its objectives.
7. Members have further opportunity to scrutinise departmental performance through the Bilateral process, which most recently occurred in autumn 2022. In addition, the Audit and Risk Management Committee scrutinise the risk management process and ensure top risks are reviewed through regular risk updates and deep dives of corporate risks.

Standing Order 56: Property assets

8. The Environment Department's 850 staff are based across 25 sites throughout London and the south-east. We hold approximately 400 physical assets, almost 300 of which are at our Natural Environment sites.
9. The Executive Director is represented by the City Operations Director and the Interim Natural Environment Director on the Board for the Corporation's Operational Property Review Programme. As part of this Programme, the Department is undertaking a critical review of all its physical assets, including operational property. A Departmental 'Task and Finish' group will be established early in 2023/24 to undertake this project. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.
10. Following this, we will work with the City Surveyor's Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Corporate & Strategic Implications - The Corporate Plan outcomes we have a direct impact upon are listed in the Business Plan. The Plan also shows other key City of London strategies we are helping to deliver. Officers will actively engage with colleagues in the Corporate Strategy and Performance Team as they develop the new Corporate Plan.

Financial implications - The high-level Business Plan has been produced in liaison with Chamberlain's Department and takes into consideration opportunities to reduce expenditure and increase income in order to make necessary savings.

Public sector equality duty (PSED) - The Department has established an Equality, Diversity and Inclusion (EDI) Working Group which is working on an EDI Action Plan. Members of the group will lead on a range of EDI actions, including those set out in the Business Plan, to ensure compliance with the PSED across the department.

Resourcing implications - Any changes to resources will be brought to the relevant Committee(s).

Security implications - None

Conclusion

This report presents the draft high-level Business Plan for 2023/24 for the Environment Department's Natural Environment Division and City Gardens Service for Members to consider, approve or note, as indicated.

Appendices

Appendix 1 – Draft Environment Department high-level Business Plan 2023/24

Joanne Hill

Business Planning & Compliance Manager

Environment Department

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The Environment Department

Shaping sustainable future environments

The Environment Department is the largest in the organisation and provides a diverse range of services to London and the South East.

Within the ‘square mile’ we deliver many local authority and regulatory functions including planning and development; building control; highways and transportation; cleansing and waste; environmental health, licensing and trading standards.

Further afield, we manage over 4,500 hectares of green spaces; run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London’s ports. The Department’s aims, activities and vision are presented.

Due to the complexity and scope of the department, three separate High-Level Business Plans have been produced to reflect our three key Committee ‘clusters’.
This plan covers the Natural Environment Division and City Gardens.



Natural Environment Division and City Gardens

Looking back: some of our achievements in 2022/23...

- The **new Environment Department** came into existence on 1 April 2022, bringing together two and a half former departments. The initial structures defined under the new Target Operating Model (TOM) were implemented and Phase Two of the TOM process was undertaken to define the **new structure of the Natural Environment Division**.
- The Senior Leadership Team began to embed **consistent working practices** across the new department and identify synergies and opportunities for collaboration and partnership working.
- The **Natural Environment Charity Review** commenced to review and amend, as appropriate, the governance structure and the financial model.
- All service areas continued to work in partnership with internal and external partners to **deliver excellent services**.
- Teams responded quickly and effectively to the effects of the **heat wave and drought**, dealing with challenges such as fires and hosepipe bans by adapting working practices and invoking contingency plans.
- All sites maintained their **Green Heritage Accreditation and Green Flag** awards and several won London In Bloom Awards.
- The **Queen's Green Canopy** initiative was supported and promoted with several tree planting events held across the green spaces. Burnham Beeches, Ashted Common and Epping Forest were chosen as part of a nationwide network of 70 ancient woodlands. The black mulberry tree at Keats House was designated as one of 70 ancient trees.
- £2m capital investment was secured for the resurfacing of the **Parliament Hill Athletics Track** at Hampstead Heath.
- Three **Playgrounds** (West Ham Park, East Heath on Hampstead Heath, and the Heath Extension) were refurbished. A local fundraising campaign raised £40,000 towards the Heath Extension Playground refurbishment.
- A new **Customer Relationship Management (CRM) software system** was implemented at Epping Forest to enable efficient and compliant handling of contact data, work requests, fundraising and other customer contacts.
- Epping Forest saw completion of safety work on the **Birch Hall Park small raised reservoir** and the launch of the new **'Golden Trail'** at Golding's Hill Pond in the ancient woodland at Loughton.
- Staff from Burnham Beeches, Ashted Common and Hampstead Heath undertook a study tour to the Basque Country in Spain and participated in a conference. Recognised as **industry experts**, they discussed and gave presentations on tree pollarding and the restoration of ancient trees.
- The **learning programme** achieved a return to pre-pandemic school participant numbers and met its targets for the number of participants in play centre activities at Hampstead Heath.
- The City Gardens Team played a **key role in the City's delivery of events** following the passing of HM The Queen, dealing with floral tributes as well as marshalling crowds at the service of commemoration at St Paul's Cathedral and the Proclamation of the King outside the Royal Exchange.

How we plan to develop our capabilities in 2023/24

1. Implement the **new divisional structure** defined by the TOM process.
2. Implement the four sections of the **Natural Environment Charity Review** to ensure each charity is fit for the future in terms of governance, finance, resources and strategy.
3. Develop our **people**, creating aspirational roles with genuine career progression and job satisfaction that retain and attract **talent**.
4. Invest in individuals' **professional and personal development** and build a sustainable, inclusive, resilient and agile workforce.
5. Embed **collaborative working** across teams, divisions and the wider department to share knowledge, expertise and experience.
6. Develop effective, collaborative, **business partner relationships** particularly with the HR, City Surveyor's, and Comptroller and City Solicitor's departments and with the Corporate Charity Review Group.
7. Review existing working practices and procedures to ensure **effective and efficient service delivery**.
8. Develop our use of **information** to support delivery of services that are intelligence led, data-driven and evidence based.
9. Strengthen **Partnerships**, including stronger links with third sector, businesses, community groups and local and national governing bodies (NGBs).
10. Address significant budget pressures; seek **external funding**.

Our major workstreams in 2023/24 will be...

- Refine the elements of the **Natural Environment Charity Review** for approval, working with the Comptroller and City Solicitor and the Corporate Charity Review Group to ensure each charity is fit for purpose. As part of the review, deliver **Charity Training for Members**.
- Embed the transformation plans for Phase Two of the **Target Operating Model**.
- Ensure the safety of our buildings and assets by collaborating with City Surveyor's Department on the **Operational Property Review** to prioritise and carry out essential repairs and maintenance.
- Further develop, and commence implementation of, the six **Natural Environment strategies** in line with Corporate strategies.
- Continue to provide **learning programmes** for schools and for children with special educational needs which build wellbeing and nature connection.
- Develop **income generating activities** and continue to investigate further opportunities for funding.
- Continue to progress the **Carbon Removals** project.
- Review **digitalisation of services** to achieve efficiency gains.
- Develop a **Gift Aid** system for the Natural Environment charities.
- Support the development of volunteer skills, networks and confidence, and improve **volunteer wellbeing**.
- Work with local partners on the inclusion of Burnham Beeches and Stoke Common within an extended Chilterns **Area of Outstanding Natural Beauty** (AONB) and The Coulsdon Commons within an extended Surrey Hills AONB.
- Continue to work closely with stakeholders on the Burnham Beeches landscape scale **habitat management programme**.
- The Burnham Beeches Team will work with Buckinghamshire Borough Council to deliver the agreed **Strategic Access Management and Monitoring program**; and with Slough Borough Council to deliver **Section 106** agreements.
- At Epping Forest, undertake a review of the **Byelaws** and complete the **Countryside Stewardship Scheme** application for remaining Forest Buffer Lands and Wanstead Park.
- The City Gardens Team will deliver the Biodiversity Action Plan; deliver improvement schemes along **biodiversity routes** as part of the Climate Adaptation Strategy; develop a **Climate-resilient planting** catalogue; and deliver a **street tree development programme** under the Woodland Creation Accelerator Fund.
- Replace the City Gardens Team's existing diesel fleet with fully **electric vehicles**.

How we will measure our performance

Key Performance Indicators	2023-24 Target
Green Heritage Accreditation	Retain 13
Green Flag Awards	Retain 14
Volunteer work hours	Increase
Number of Ranger days spent interacting with visitors in Burnham Beeches with regards to SAMM commitments and s106 agreements	>100 days by year end
Number of visitors to The Queen Elizabeth's Hunting Lodge and the Temple at Epping Forest	Increase
Number of visitors to Keats House	Increase
Number of visits recorded at the Bathing Ponds and Lido at Hampstead Heath	Increase
Self-reported perception of wellbeing by Learning Programme participants	Sustain/increase
Progress toward achieving net zero (carbon) (improvement against baseline)	Increase
Health & Safety investigations completed within 21 days (corporate target)	85%



Our strategic commitments

The Corporate Plan outcomes we have a direct impact on are...

Contribute to a flourishing society

- 2. People enjoy good health and wellbeing.
- 3. People have equal opportunities to enrich their lives and reach their full potential.
- 4. Communities are cohesive and have the facilities they need.

Support a thriving economy

- 5. Businesses are trusted and socially and environmentally responsible.

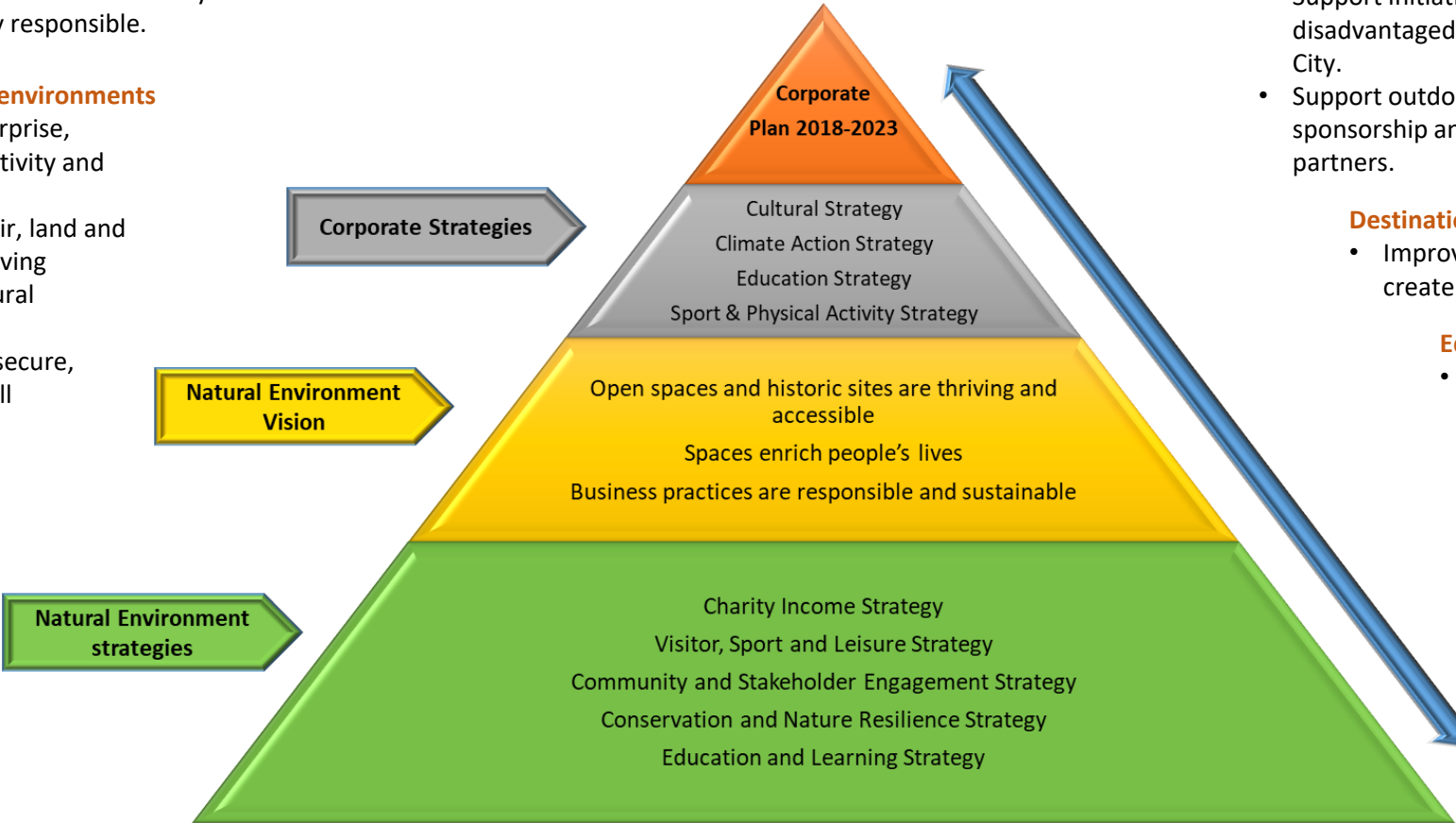
Shape outstanding environments

- 10. We inspire enterprise, excellence, creativity and collaboration.
- 11. We have clear air, land and water and a thriving sustainable natural environment.
- 12. Our spaces are secure, resilient and well maintained.

Natural Environment Strategies

Several strategies for the Natural Environment Division are being developed, subject to Committee approval. When approved, these strategies will support the aims and objectives of the Corporate Plan, other Corporate strategies and policies, as well as the Charity Objects and the Environment Department’s vision and aims.

The diagram below illustrates how the elements will support and link with one another.



The key Corporate strategies we support are...

Climate Action Strategy

- Enhance carbon removal in our open spaces.
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing.
- Deliver further climate resilient planting schemes in City Gardens.

Cultural Strategy

- Develop, enhance and animate open and green spaces.
- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City.
- Support outdoor programmes to grow, and actively encourage sponsorship and participation from neighbouring commercial partners.

Destination City

- Improve the quality of green spaces in the City to create a more attractive and welcoming public realm.

Education Strategy

- Contribute to delivering the strategy actions, particularly under the aim to: *Ensure that the Square Mile’s outstanding cultural, historical and open spaces resources enrich the creative experience of London’s learners.*

Sport & Physical Activity Strategy

- Contribute to deliver the strategy actions, particularly under the outcome: *People enjoy good health and wellbeing and health inequalities are reduced.*

Risk Management

Our business risks are managed in accordance with the Corporate Risk Management Framework and, where applicable, with the Charities Act 2011. Risks are routinely reviewed and updated by management teams in consultation with risk owners. Committees receive regular updates on the risks held by the charities/services within their remit to provide them with necessary assurance that risks are being managed and mitigated effectively, and to enable Members to fulfil their oversight and scrutiny role.

During 2022/23 an initial review of all risks was carried out to improve consistency, align risks with the new departmental structure, and create a separate risk register for each Natural Environment charity. A further detailed review, rationalisation and quality assurance exercise will be undertaken in 2023/24 to ensure all risks are identified, written, managed and mitigated consistently and compliantly across the department.

The matrix below shows the business risk profile of the Natural Environment Division and the City Gardens Team. Appropriate mitigating actions are in place for all risks. These details were correct at January 2023 but are subject to continual review and change.

		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely		23	22	
	Possible	1	11	21	5
	Unlikely		6	29	
	Rare				

Natural Environment and City Gardens business risk profile – January 2023

Stakeholder engagement

We have a wide range of stakeholders and delivery partners (including, but not limited to the key ones listed here) and will ensure we continue to communicate with them appropriately.

- | | |
|-----------------------|-------------------------------------|
| Our staff | Diocese of London |
| Volunteers | St Paul's Cathedral |
| Members of the public | Third sector organisations and NGBs |
| Committee Members | The emergency services |
| Charity Trustees | Charity Commission |
| Local residents | Regulators |
| Local businesses | Historic England |
| Other CoL departments | Natural England |
| Contractors | Defra |
| Developers | GLA |
| Neighbouring boroughs | |

Operational Property requirements

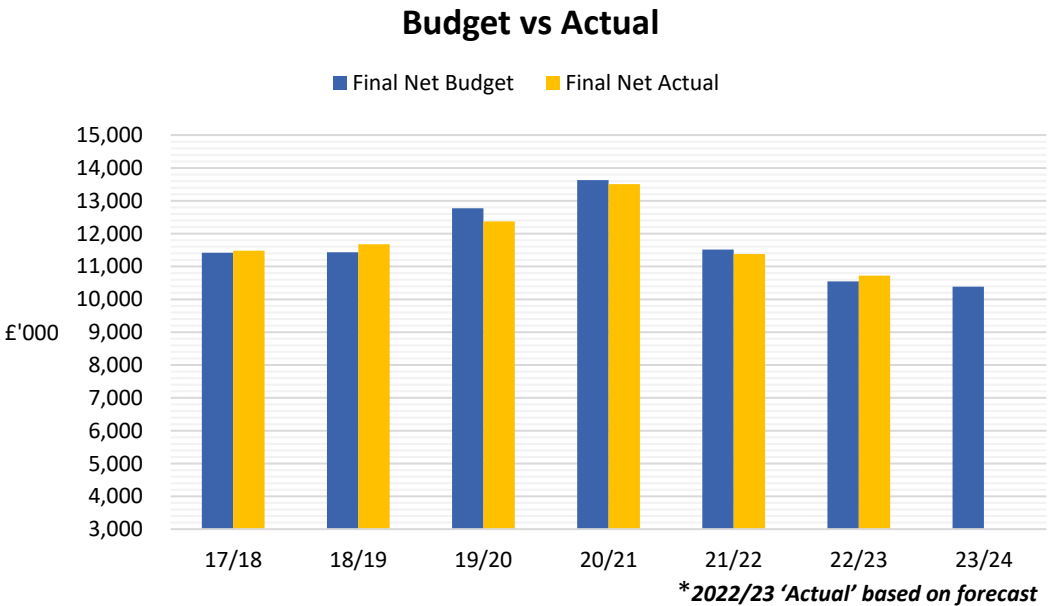
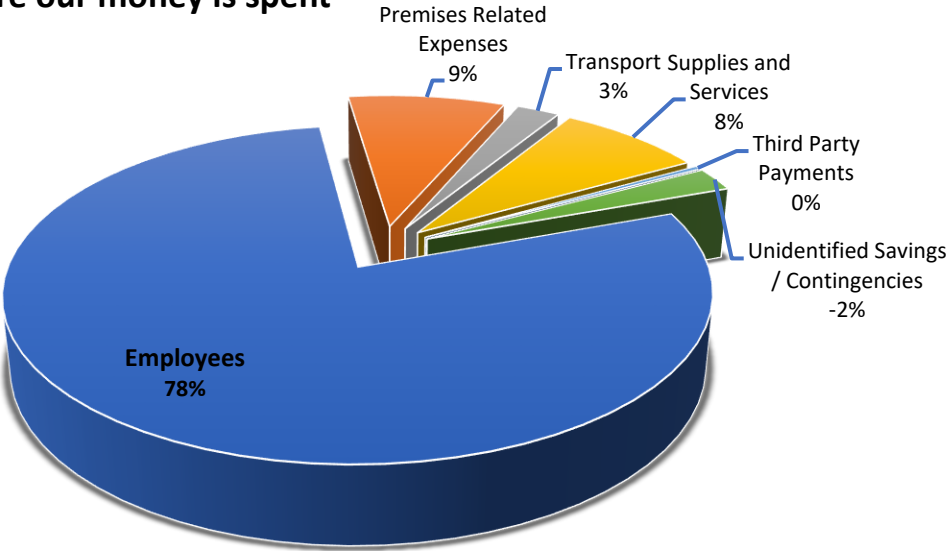
The Environment Department's 850 staff are based across 25 sites throughout London and the south-east. We hold approximately 400 physical assets, almost 300 of which are at our Natural Environment sites.

As part of the Corporation's Operational Property Review Programme, the Environment Department is undertaking a critical review of all its physical assets, including identifying ownership. A Departmental 'Task and Finish' group will be established early in 2023/24 to undertake this project. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.

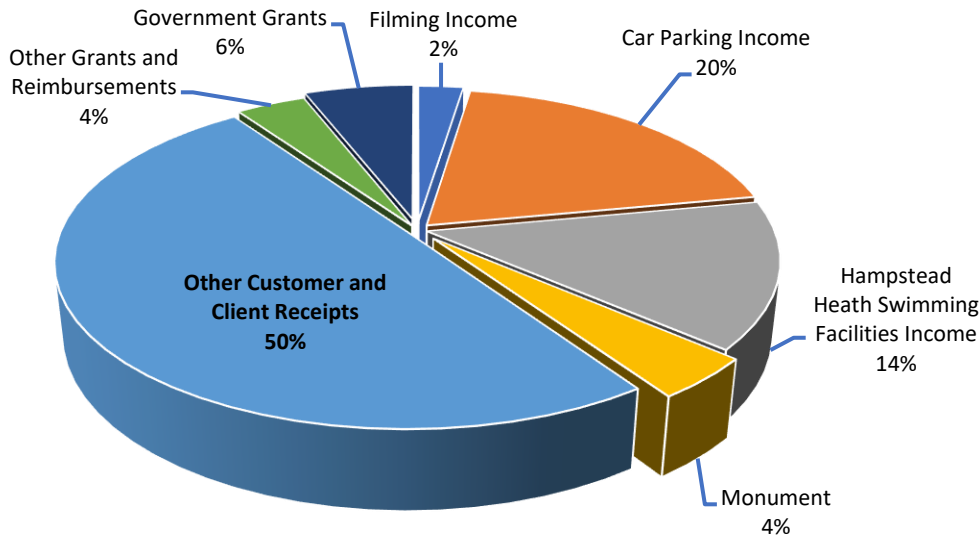
Following this, we will work with the City Surveyor's Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Our financial information

Where our money is spent

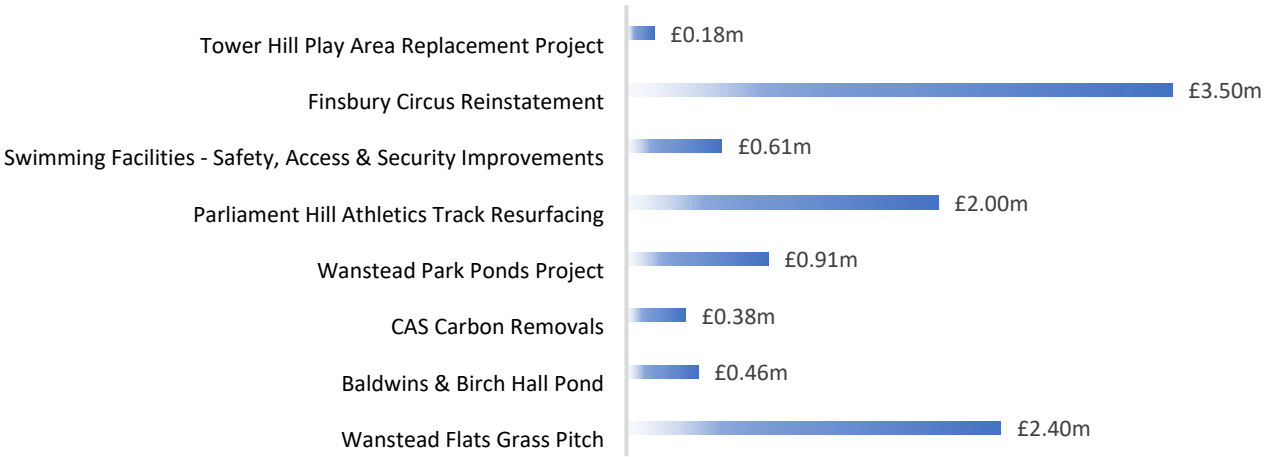


Where our money comes from



Capital Projects - 2023/24 forecast

Total estimated spend is £10.44m



Our people*

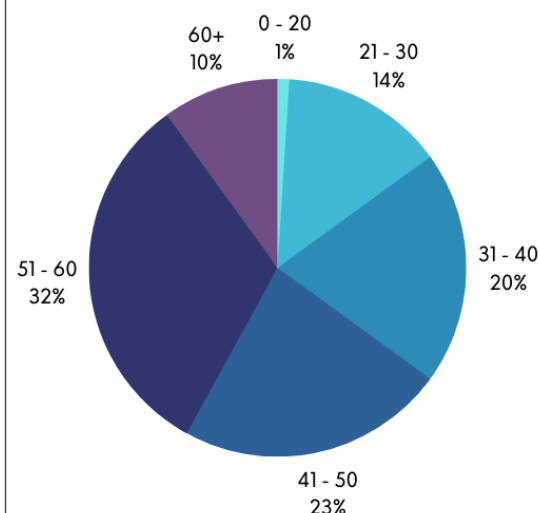
As a new department Equality, Diversity and Inclusion will be a key piece of work, and will include:

- Undertaking an audit on EDI across the new department
- Increased training and development for staff
- Encouraging staff to complete 'sensitive' HR information
- Looking at recruitment practices to expand staff diversity
- Encouraging staff to join and participate in staff networks

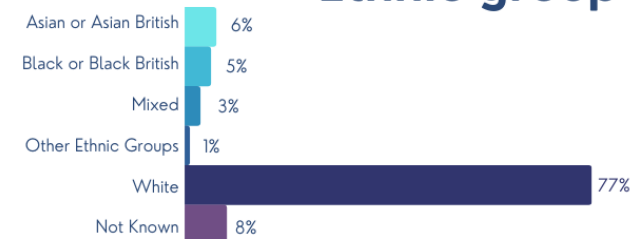
Gender



Age range



Ethnic group



*N.B. The information on this page relates to the whole of the Environment Department, not just to the services covered by the rest of this Business Plan.
All data correct at time of most recent staff survey.

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