



Natural Environment Board (For Information Items)

Date: MONDAY, 4 DECEMBER 2023
Time: 10.00 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Part 1 - Public Agenda

6. ***REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 3 - 4)

8. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 6 APRIL – SEPTEMBER 2023) 2023/24 – NATURAL ENVIRONMENT DIVISION**

Report of the Chamberlain.

For Information
(Pages 5 - 28)

9. ***MID-YEAR UPDATE ON THE MONUMENT – APRIL - SEPTEMBER 2023**

Report of the Interim Executive Director, Environment.

For Information
(Pages 29 - 36)

Natural Environment

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

Report of the Interim Executive Director, Environment.

For Information
(Pages 37 - 42)

Part 2 - Non-Public Agenda

17. *DEBT ARREARS – NATURAL ENVIRONMENT DIVISION

Report of the Interim Executive Director, Environment.

For Information
(Pages 43 - 54)

18. * CARBON REMOVALS (CLIMATE ACTION) PROJECT RESCOPING REAPPROVAL (JANUARY 2024)

Report of the Interim Executive Director, Environment.

For Information
(Pages 55 - 64)

Agenda Item 6

Committee(s) Natural Environment Board	Date: 4 December 2023
Subject: Report of Action Taken	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Town Clerk	For Information
Report author: Blair Stringman, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Chair and Deputy Chair, in accordance with Standing Order Nos. 41(a) since the last meeting.

Recommendations

That Members note the action taken since the last meeting of the Natural Environment Board.

Main Report

In accordance with the Boards Terms of Reference and Standing Orders the Board was not able to establish a quorum in the room for minutes or City Garden matters requiring a decision. As a result, the Chairman suggested that the any items of business requiring a decision under these items be approved under urgency procedures.

Urgent Decision: That the Town Clerk, in consultation with the Chairman and Deputy Chairman approve those items of business on the Natural Environment Board agenda for the 16th of October 2023 which require a quorum in the room for decision.

Item 3- Minutes

Recommendation- To approve the public and non-public summary minutes of the meeting of Natural Environment Board held on the 10th of July 2023.

Item 11- Commemorative Benches and Tree Policy

Recommendation – Endorse the changes to the Commemorative Benches and Trees Policy as agreed at Streets and Walkways Sub-Committee.

Item 12- Bunhill Fields Combined Management Plan

Recommendation- Endorse the Bunhill Fields Burial Ground Conservation Management Plan as a resource to guide management, and to enable the development of a City Gardens operational plan.

Item 18 - Non-Public Minutes

Recommendation- To approve the non-public minutes of the meeting of the Natural Environment Board held on the 10th of July 2023.

REASON FOR URGENCY: The Board is not scheduled to meet again until December 2023, approval is therefore sought under urgency procedures.

Blair Stringman

Town Clerk's Department

E: blair.stringman@cityoflondon.gov.uk

Committee(s): Natural Environment Board	Dated: 04/12/2023
Subject: Operational Finance Progress Report (period 6 April – September 2023) 2023/24 – Natural Environment Division	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Chamberlain	For Information
Report author: Clem Harcourt, Chamberlain's Department	

Summary

This report provides an update on the operational finance position as @ period 6 (April – September 2023) 2023/24 for the Natural Environment Division's local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds and endowment balances held and other relevant finance information for the Natural Environment Division services and Charities which fall within the remit of your Board.

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

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

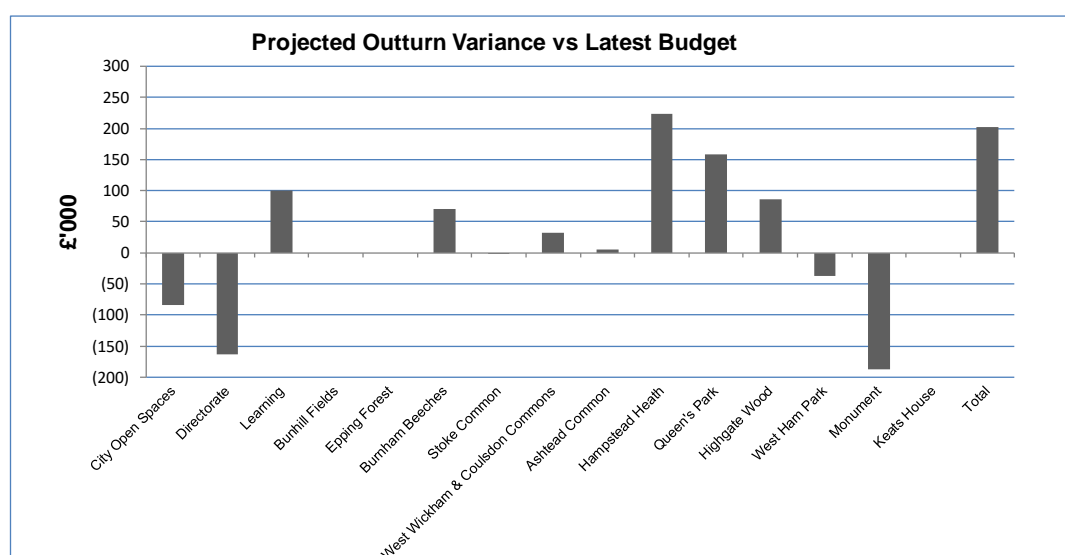
Background

1. In order to improve financial reporting to 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 the Natural Environment Division to ensure they remain within the Interim Executive Director Environment's local risk resources for 2023/24.

2. To ensure your Board 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 2023/24

3. The Natural Environment Division has an overall net local risk expenditure revenue budget for 2023/24 of £12.401m as at the end of September 2023. The current forecast outturn for 2023/24 as @ period 6 (September 2023) is £12.199m, a forecast underspend of £202k currently.
4. In the graph below, the forecast budget performance by each Natural Environment individual Division of Service is listed. Appendix 1 sets out a more detailed financial analysis of each individual Division of Service relating to the various Natural Environment Committees, including reasons for significant budget variations.



Notes:

1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Forecast outturn is £12.199m net expenditure, representing a projected underspend of £202k against the latest budget of £12.401m.

5. It should also be noted that the latest local risk budgets for 2023/24 have been adjusted to reflect the new Target Operating Model (TOM2) staffing structure within the Natural Environment Division.
6. The overall local risk forecast position currently represents a £202k (1.63%) underspend against the approved budget. This represents a reduction of a £518k in the projected local risk underspend to the end of June 2023 previously reported to your Board.
7. The main forecast underspend relates to Hampstead Heath which has a projected net underspend of £224k, mainly due to increased income generated from the Ponds and Lido as a result of increased usage of the facilities. This is in addition to lower than forecasted expenditure on salaries and grounds

maintenance costs. Members should however note that it has subsequently been identified since finalising the September 2023 forecast outturn that this underspend will be used as a contribution from Hampstead Heath's local risk budget to help fund the costs of the Parliament Hill Athletics Track Resurfacing capital project, thereby eliminating the forecast underspend. This is in addition to necessary previously deferred health and safety needs that include significant vehicle and equipment repairs, staff training, and the costs of third-party supplemental security support.

8. There is also currently forecast to be an underspend of £158k on the local risk budget at Queen's Park. This is attributable to underspends on staffing costs as a result of vacant posts as well as additional income received from memorial seats and fairground licenses.
9. Additionally a £100k underspend currently forecast for the Learning Team and projected underspend of £86k relating to Highgate Wood primarily relates to savings from vacant posts.
10. Finally Burnham Beeches is currently forecast to be £69k underspent for 2023/24. This can be explained by additional income generated from filming as well as savings achieved on employment costs due to vacant posts.
11. The overall net underspend for the Natural Environment Division is partly reduced by a projected overspend of £163k for the Natural Environment Directorate due to additional agency costs being required following implementation of the TOM2 staffing structure as well as reduced income generated from self-funded posts as part of the new staffing structure, plus City Open Spaces is currently forecasting an overspend of £84k due to additional agency costs being required to cover staff absences.
12. Members should however be aware that there is currently a £187k overspend relating to The Monument due to unidentified savings as a result of reduced income levels following COVID restrictions on opening the premises that have not returned to pre-COVID levels. This overspend is currently being reviewed with options to generate additional income and reductions in staff operating costs to bring this back into a breakeven position.

Local Risk Actual Position to Date

13. Appendices 2 and 3 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for the division.
14. Appendix 2 highlights that the Natural Environment Division has received actual income to date of £4.635m against a budget to date of £3.482m, a favourable variance of £1.153m.
15. The main income variances to date relate to Hampstead Heath where income is £1.1m ahead of the current budget profile mainly due to additional income generated from the Ponds and Lido.

16. Income at Epping Forest is also £184k ahead of the income profile to the end of September 2023. This is largely related to additional fees from Chingford Golf Course as well as extra income generated from the Visitor Centre.
17. The increase in income compared to budget is partly mitigated by income at City Gardens being behind profile to September 2023. This is due to lower than anticipated income generated from section 106 contributions and fees and charges compared with the budget profile as a result of income being received later than originally budgeted. However, income is currently forecast to be on track by the end of the financial year.
18. Appendix 3 highlights actual expenditure to date of £9.448m against a budget to date of £9.960m, a favourable variance of £512k.
19. The main expenditure variances relate to Epping Forest where expenditure is currently £434k underspent compared to the budget profile to date largely due to underspends on salary costs with recruitment for new roles as part of the TOM2 structure still ongoing.
20. It should also be noted that Hampstead Heath currently has an overspend of £439k on expenditure compared with the latest budget profile. This is mainly due to additional expenditure being incurred on utilities and the purchase of equipment. This is in addition to an overspend on employment costs to date as a result of additional casual staffing costs being required over the summer.
21. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in a year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.

Capital Projects

22. Appendix 4 outlines the current list of live capital projects in progress against their currently approved budget. It should be noted that the "current approved budget" is the amount currently agreed by 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.
23. Out of a current approved budget of £11.703m, £9.036m has been spent or committed to date, leaving a remaining budget of £2.667m to progress the various projects to the next project gateway, release of further capital funds or completion.
24. Members may wish to be aware that it is proposed that the currently projected £300k forecast shortfall in the Parliament Hill Athletics Track Resurfacing project at Hampstead Heath is projected to be funded through a £224k contribution from Hampstead Heath's local risk budget for 2023/24 and a £76k allocation from City's Cash capital contingency monies. Please note that this £76k allocation will require approval from Resource Allocation Sub-Committee (RASC). However, since this initial forecast overspend and additional funding proposal, the overall

costs of this project are currently being reassessed as its likely they will exceed £300k.

25. The capital bidding process for 2024/25 is currently underway for new capital projects with a pot of £20m being made available within City Fund and £5m for City's Cash services. New capital bids are to be reviewed against the department's overall capital programme and timescales for delivery with bids only expected to be put forward on a by exception basis and on the assumption that the projects will commence in 2024/25.
26. Four new City Cash bids totalling £1.122m have been submitted to the Chamberlain in this process relating to projects at Epping Forest, The Commons and West Ham Park. Members should note that the projects were considered at the recent Priorities Board where all bids relating to Epping Forest and The Commons were successfully approved for onward submission to RASC to be considered by Members as part of the annual capital bid process.
27. Members should also note that the £400k capital bid relating to the West Ham Park Development project has not been recommended for consideration by Members at RASC due to the current uncertainty of what future option would be recommended. Members should however be aware that £80k of additional funding from the Operational Property Reserve is to be made available to support community engagement work to progress the disposal of the nursery site.

Outstanding Debts

28. At the end of September 2023, total outstanding debt for the Natural Environment Division (including City Gardens) was £209,361. Of this, £95,985 (46%) was over 120 days, £11,183 (5%) was between 60-120 days and £102,193 (49%) was under 60 days.
29. Appendix 5 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.
30. The general reduction in debts over 120 days over the previous six months illustrated in Appendix 5 can primarily be explained by a reduction in debts owed at Epping Forest in utilities related income. It should also be noted that the increase in debt compared with the previous month can be explained by £19,000 currently owed by an individual debtor at Epping Forest. This debt is being pursued by staff at Epping Forest.
31. The lower graph in Appendix 5 analyses the split of this debt across the various Natural Environment divisions. The majority of the £95,985 outstanding debt balance relates to Epping Forest and The Commons (£67,636 / 70%). This includes an amount of £21,736 owed by one individual debtor which is currently being pursued by the Comptroller & City Solicitor's department. This is in addition to £25,578 owed in various rent receivable debtors as well as £1,322 owed by numerous other small debtors.

32. The other main debt relates to Hampstead Heath, Highgate Wood and Queen's Park (£19,830 / 21%). This includes £6,434 relating to an individual debtor from storage and licence fees with the write off of this debt currently pending. The level of debt arrears over 120 days also includes £3,214 related to football pitch bookings and £3,146 owed by various utilities companies.

Charity Funds (Restricted, Unrestricted and Endowments)

33. Appendix 6 (Epping Forest and Commons Committee) and Appendix 7 (Hampstead Heath, Highgate Wood & Queens Park Committee; West Ham Park Committee; and Keats House) lists the various restricted, unrestricted and endowment funds held by each charity. It details the opening balance for the 2023/24 financial year and any movements up to period 6 (April-September 2023).
34. Movements within reserve funds since the start of the current financial year for Epping Forest and The Commons primarily relates to a capital receipt of £99k which was credited to the Epping Forest Fund Reserve (Capital Fund) in relation to a deed of grant easement received for an individual property. This has increased the balance held to £894,162. Meanwhile, £30k has been received in a Community Infrastructure Levy (CIL) contribution from the London Borough of Brent to part fund the Sandpit & Playground Improvements project at Queen's Park.
35. It should be noted that the external audit of the 2022/23 accounts for individual Natural Environment charities is currently taking place and the 2023/24 opening balances shown for each reserve fund in Appendix 6 and Appendix 7 may be subject to revision.
36. 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 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

37. The current funding model is for each charity's total net expenditure (local risk, central risk and recharges) to be fully funded from City's Cash. This includes the cost of any capital expenditure incurred during the year as well any works managed by the City Surveyor under the Cyclical Works Programme (CWP) carried out over the course of the year. It should be noted that any changes to the amount of expenditure incurred or income generated over the course of the year by an individual charity will have an impact on the overall level of deficit funding required by the relevant charity at year end. The amount of deficit funding for each charity is therefore calculated based on its **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.
38. Therefore, year on year there are variations in the level of deficit funding received depending upon actual total net running costs incurred for the year. However, at the start of the following year, available budget funding is reset to the levels agreed by your Committee at the estimates review, so as to remain within the resource envelope set by RASC. At no stage is the budget reduced (and potentially the level of deficit funding required) unless agreed by the relevant Committee within this annual process managed and reported by the Chamberlain to gain approval of the annual estimates.
39. The table below provides a summary of the previous year's levels of deficit funding grant made from City's Cash to the Natural Environment charities with a forecast of that sum currently required for 2023/24. This is broken down by the total level of expenditure and income generated by each charity as well as any CWP and capital expenditure funded through City's Cash which comprises the total level of deficit funding required for each charity.
40. The projection for the current financial year is based on the forecast for local and central risk net expenditure (as at the end of September 2023) in addition to latest budgets for recharges and budgets managed by the City Surveyor

including CWP projects. Please note that the amount of deficit funding provided by City's Cash is unique to each individual charity and deficit funding cannot be used to offset the level of funding provided to a separate charity. Please also be aware that deficit funding figures shown for 2022/23 are currently provisional as the external audit for the individual Natural Environment charities has not yet been finalised.

Table 1 – Deficit Funding – 2020/21 to 2023/24

	2020/21	2021/22	2022/23 (Prov.)	2023/24 (Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	21,262	21,323	22,451	22,961
Gross Income	5,648	8,601	9,212	9,250
Cyclical Works Expenditure	1,443	1,291	1,556	891
Capital Expenditure financed through Deficit Funding	510	880	1,130	2,437
Total Deficit Funding - Natural Environment Charities	17,142	14,871	16,142	17,039

41. As can be seen from the table above, there was an increase in the total amount of deficit funding provided for the Natural Environment charities in 2022/23 compared with the previous year. This can be explained by a £1.1m increase in gross expenditure incurred by the various charities as well as additional deficit funding being provided to the West Ham Park charity to fund increased capital expenditure associated with the playground project. The increase is also explained by additional expenditure incurred as a result of the re-phasing of works on projects forming part of the CWP. Please note that the CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with any variances carried over to future financial years. The carry-over of unspent balances are reported to the Projects and Procurement Sub-Committee as part of closing of accounts.
42. The current forecast for deficit funding for 2023/24 indicates an increase in the total amount of funding being required by City's Cash to the Natural Environment charities compared with the provisional total for 2022/23. This can be explained by an increase in the amount of capital expenditure due to be financed by deficit funding compared with 2022/23. This is in addition to an increase in total gross revenue expenditure attributable to increased staffing and energy costs compared with 2022/23.

Appendices

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

Appendix 2 - Income Performance 2023/24 as @ September (period 6)

Appendix 3 - Expenditure Performance 2023/24 as @ September (period 6)

Appendix 4 – Natural Environment Capital Projects 2023/24 as @ September (period 6)

Appendix 5 - Outstanding Debt 120 Days+ as @ September 2023 (period 6)

Appendix 6 - Reserve Funds & Endowments Epping Forest & Commons Committee

Appendix 7 - Reserve Funds & Endowments Hampstead Heath, Highgate Wood and Queen's Park Committee; West Ham Park Committee; and Keats House

Contact

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Appendix 1

Natural Environment - Local Risk Revenue Budget Forecast 2023/24 - September (Period 6)

(Expenditure and unfavourable variances are shown in brackets)

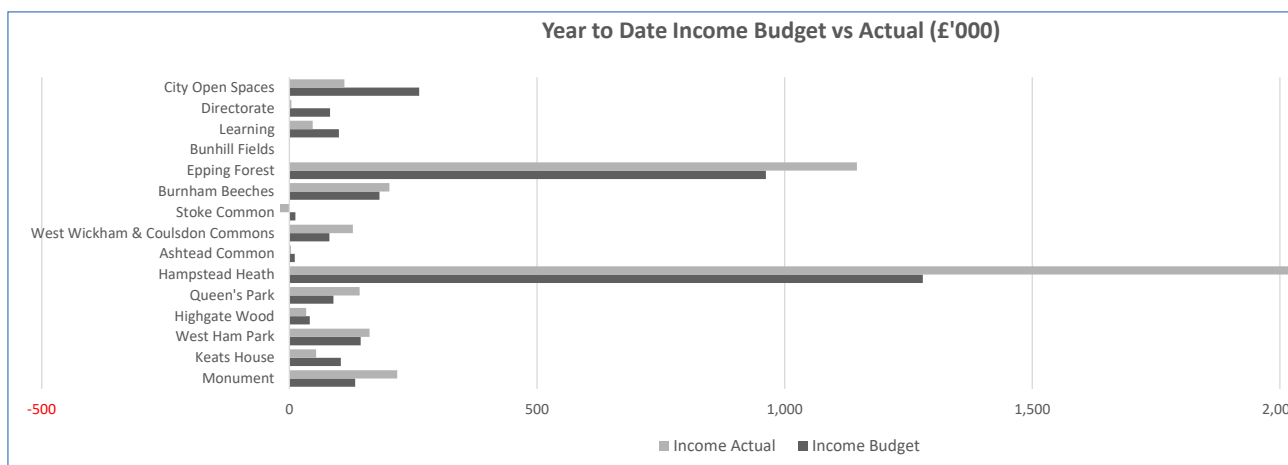
Committee / Division of Service	Latest Approved Budget 2023/24 £'000	Forecast for the Year 2023/24		Notes
		Projected Outturn £'000	Variance from Latest Approved Budget 2023/24 £'000	
Natural Environment Board (City Fund)				
City Open Spaces	(1,410)	(1,494)	(84)	1
	(1,410)	(1,494)	(84)	
Natural Environment Board (City's Cash)				
Directorate	(516)	(679)	(163)	2
Learning	(421)	(321)	100	3
Bunhill Fields	(110)	(110)	0	
	(1,047)	(1,110)	(63)	
TOTAL NATURAL ENVIRONMENT BOARD	(2,457)	(2,604)	(147)	
Epping Forest and Commons Committee (City's Cash)				
Epping Forest	(3,384)	(3,384)	0	
Burnham Beeches	(511)	(442)	69	4
Stoke Common	(26)	(28)	(2)	
West Wickham & Coulsdon Commons	(626)	(594)	32	
Ashted Common	(410)	(405)	5	
TOTAL EPPING FOREST AND COMMONS COMMITTEE	(4,957)	(4,853)	104	
Hampstead Heath, QP & HW Committee (City's Cash)				
Hampstead Heath	(3,313)	(3,089)	224	5
Queen's Park	(587)	(429)	158	6
Highgate Wood	(436)	(350)	86	7
TOTAL HAMPSTEAD HEATH, QP & HW COMMITTEE	(4,336)	(3,868)	468	
TOTAL WEST HAM PARK COMMITTEE	(598)	(634)	(36)	
Culture, Heritage & Libraries Committee (City's Cash)				
Keats House	(251)	(251)	0	
Monument	198	11	(187)	8
TOTAL CULTURE, HERITAGE & LIBRARIES COMMITTEE	(53)	(240)	(187)	
TOTAL NATURAL ENVIRONMENT LOCAL RISK	(12,401)	(12,199)	202	
Local Risk Summary by Fund:				
City Fund	(1,410)	(1,494)	(84)	
City's Cash	(10,991)	(10,705)	286	
TOTAL NATURAL ENVIRONMENT LOCAL RISK	(12,401)	(12,199)	202	

Notes:

- City Open Spaces** - projected overspend partly due to additional agency costs required to cover staff absences.
- Directorate** - projected overspend largely explained by additional staff costs being incurred as a result of staffing changes related to the new TOM2 structure.
- Learning** - underspend explained by staffing vacancies.
- Burnham Beeches** - underspend attributable to additional income generated from filming.
- Hampstead Heath** - favourable variance attributable to additional income from the Lido and Ponds as a result of an increase in usage as well as upgraded facilities. This is in addition to underspends on salaries due to vacant posts. The projected underspend is partly offset by additional supplies and services expenditure being required in addition to lower than anticipated income being achieved from filming and sales and additional water costs.
- Queen's Park** - projected underspend largely attributable to reduced expenditure on staffing costs as a result of vacant posts.
- Highgate Wood** - underspend attributable to vacant posts.
- The Monument** - overspend due to unidentified savings as a result of reduced income levels following COVID restrictions on opening the premises that have not returned to pre-COVID levels.

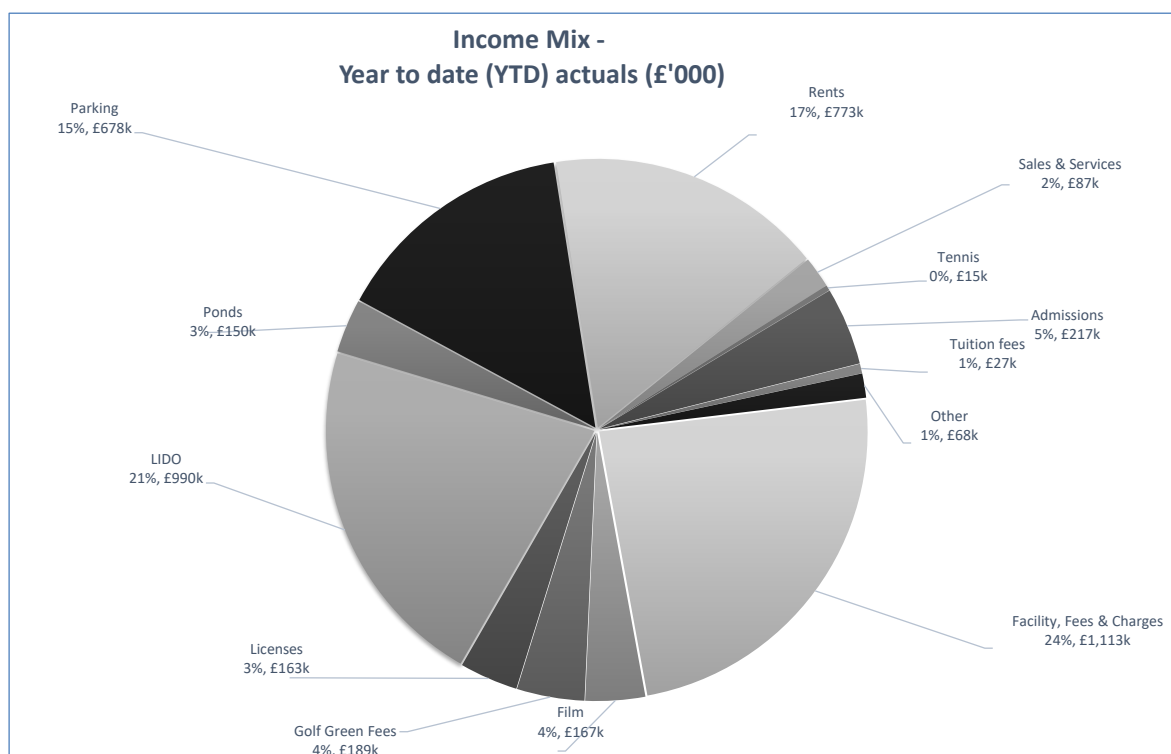
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Natural Environment - Income Performance 2023/24 - September (Period 6)



Notes:

- 1. City Open Spaces** - income to date is currently £151k behind profile due to lower than budgeted income being achieved to date from Section 106 contributions and other fees and charges.
- 2. Epping Forest** - £184k additional income to date primarily through golf fees income from the Visitor Centre.
- 3. Hampstead Heath** - income to date is £1.1m ahead of profile as a result of increased usage of facilities such as the Lido and Ponds.

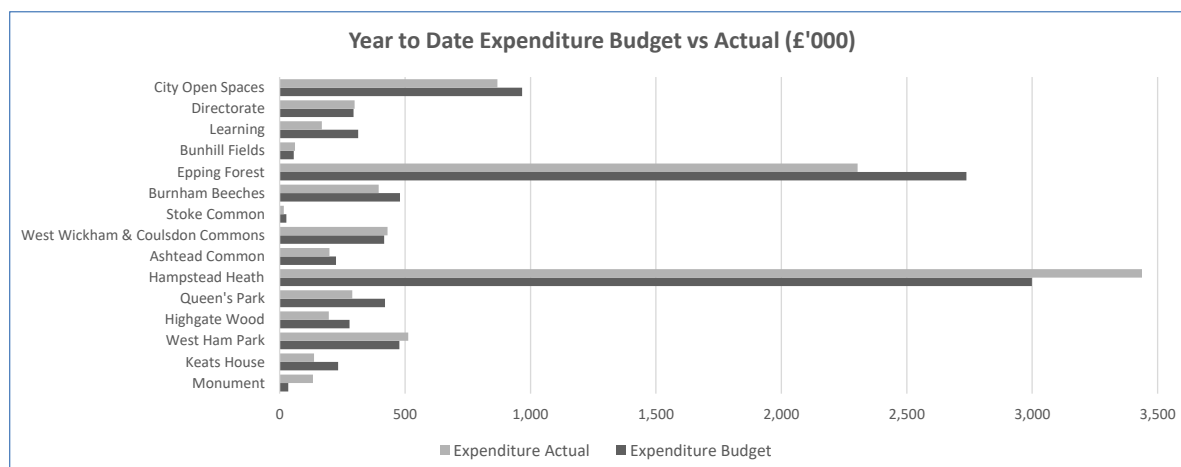


Notes:

- 1.** Total year to date actual income as @ September (Period 6) = £4.635m
- 2.** Other relates to donations, government grants, S106 contributions, transfer from reserves
- 3.** Fees & Charges relates to use of facilities and admissions mainly at Epping Forest.
- 4.** Sales & Services relates to various sports provided and Visitor Centre shop at Epping.
- 5.** Car Parking comprises £379k Hampstead Heath, £238k Epping Forest and £61k Burnham Beeches.

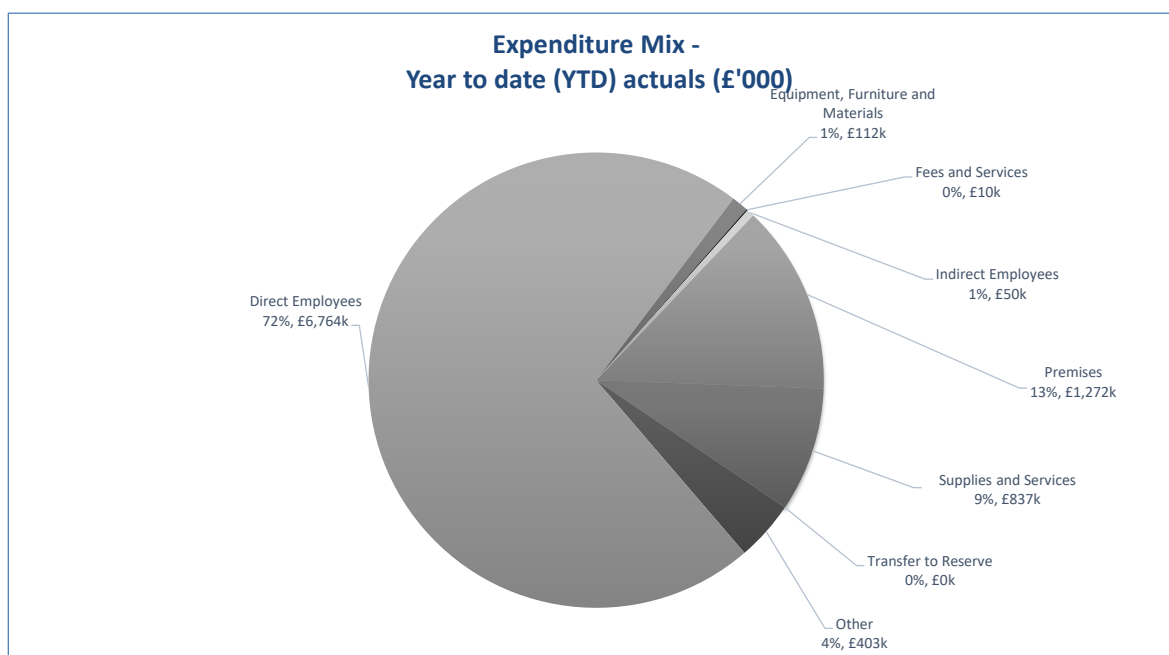
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Natural Environment - Expenditure Performance 2023/24 - September (Period 6)



Notes:

- Epping Forest** - favourable variance of £434k largely explained by underspends on salary costs as a result of current vacancies with recruitment for posts related to the new TOM2 structure currently ongoing.
- Hampstead Heath** - expenditure is currently £439k overspent compared to profile as a result of additional expenditure on utilities and equipment purchases. This is in addition to extra casual staff being required over the summer months.



Notes:

- Total year to date actual expenditure as @ September (Period 6) = £9.448m
- Premises costs mainly relate to cleaning & refuse; electricity & gas; rates; repairs & maintenance; water etc.
- Supplies & Services costs mainly relates to equipment; furniture & materials; communication & computing; livestock; professional fees & services; uniforms etc.
- Other costs mainly relate to third party payments and transport.

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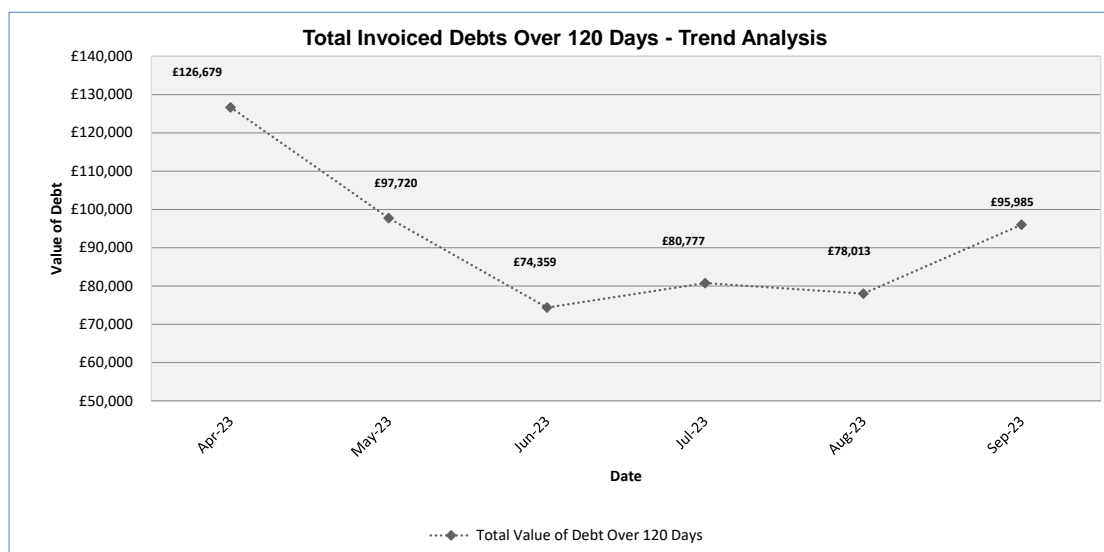
Appendix 4

Natural Environment - Capital Projects 2023/24 - September (Period 6)

Capital Projects by Division of Service	Total Estimated Cost of Project	Current Approved Budget	Prior Year Actual Spend	In Year Actual Expenditure	In Year Committed Expenditure	Current Approved Budget Unspent
	£'s	£'s	£'s	£'s	£'s	£'s
<u>City Gardens</u>						
Finsbury Circus Reinstatement	5,393,704	5,398,979	637,845	59,390	3,733,388	968,357
St Botolph Ball Court Improvements	171,744	130,000	85,744	0	0	44,256
St Mary At Hill Churchyard	602,816	470,622	135,129	0	0	335,493
Tower Hill Play Area Replacement Project	245,000	16,000	0	0	0	16,000
	6,413,264	6,015,601	858,719	59,390	3,733,388	1,364,105
<u>Epping Forest</u>						
Artificial Grass Pitch Provision at Wanstead Flats	10,000,000	70,000	41,426	0	0	28,574
Climate Action Strategy - Carbon Removals Year 1	154,684	504,905	132,676	573	0	371,656
Epping Forest - COVID-19 Path Restoration Project	250,000	0	0	0	0	0
Epping Forest Various Sites - BEMS Upgrade Phase 2	357,520	0	0	0	0	0
Wanstead Park Ponds Project	1,142,501	241,000	166,821	(641)	0	74,820
Baldwins & Birch Hall Park Ponds	1,740,938	502,600	233,644	42	2,450	266,464
	13,645,643	1,318,505	574,568	(27)	2,450	741,515
<u>Hampstead Heath, Highgate Wood and Queens Park</u>						
Hampstead Heath - Parliament Hill Athletics Track Resurfacing	2,299,687	1,999,686	5,810	1,520,340	217,089	256,447
Hampstead Heath Swimming Facilities - Safety, Access & Security Impr.	1,005,564	1,010,564	225,565	334,448	360,274	90,277
Queens Park Sandpit Refurb & Toilet Rebuild	14,025	14,000	0	0	0	14,000
Total	3,319,276	3,024,250	231,375	1,854,787	577,363	360,724
<u>West Ham Park</u>						
West Ham Park Nursery	337,038	337,035	226,775	0	0	110,260
West Ham Park Playground	1,053,977	1,007,519	914,946	(22,976)	25,000	90,549
	1,391,015	1,344,554	1,141,721	(22,976)	25,000	200,809
<u>Natural Environment Total</u>	24,769,198	11,702,910	2,806,383	1,891,174	4,338,200	2,667,154

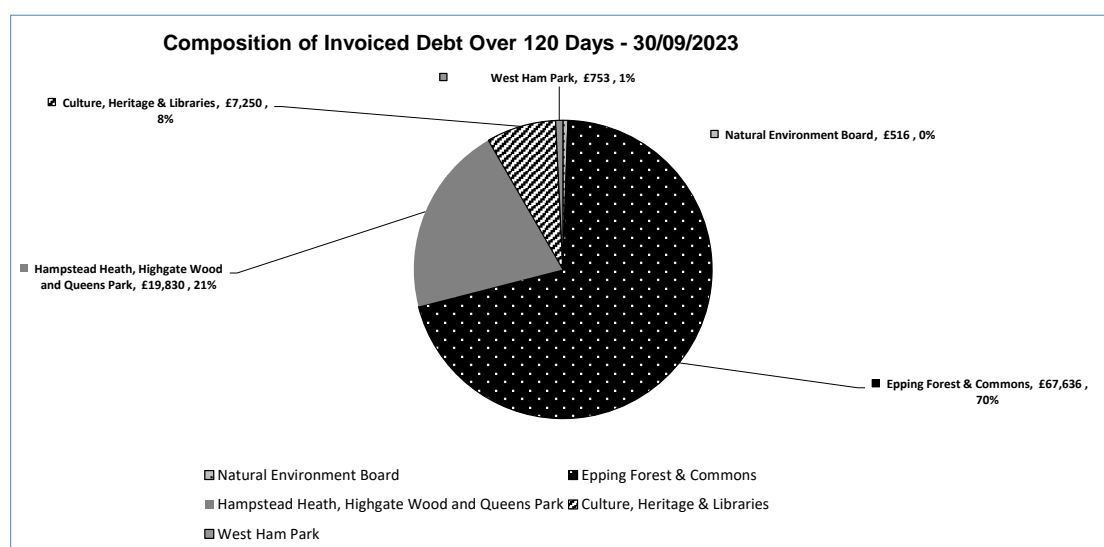
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Natural Environment - Outstanding Invoiced Debts Over 120 Days - September (Period 6)



Note:

1. September total debt over 120 days is £95,985, an increase of £17,972 from the August debt position. The majority of this debt relates to Epping Forest & Commons (£67,636 / 70%).



Breakdown of Epping Forest and Commons debt £67,636

1. £25,578 - Rent Receivables (Lease Agreements)
2. £21,736 – Chingford Festival Chingford Plain
3. £19,000 - Development grant funding
4. £1,322 - Other small debtors

Break down of Hampstead Heath, Highgate Wood and Queen's Park debt £19,830

1. £6,434 - storage rental licenses owed by one individual customer
2. £3,214 - football pitch bookings owed by one individual customer
3. £3,146 - amounts owed by various utilities companies
4. £1,008 - filming fees owed by one individual customer
5. £6,028 - numerous other small debtors

Breakdown of Culture, Heritage and Libraries debt £7,250

2x individual debtors relating to unpaid invoices for room hire at Keats House amounting to £3,722 and £3,528 respectively.

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Charity Funds (Restricted, Unrestricted and Endowments) - September (Period 6)

	Opening Balance 2023/24	Income	Expenditure	Gains, (Losses) & Transfers	Closing Balance 2023/24
	£'s	£'s	£'s	£'s	£'s
Epping Forest					
Restricted Income Funds:					
Campaign Donations	785	25			810
Countryside Stewardship Scheme	251,147				251,147
Unrestricted Income Funds:					
Unrestricted Income Funds	6,109	8,512			14,621
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Land & Buildings, Infrastructure, Vehicle & Plant, and Equipment)	4,619,544				4,619,544
Heritage Assets	377,950				377,950
Epping Forest Fund Reserve (Capital Fund)	795,162	99,000			894,162
Ancient Trees Maintenance Fund	15,000				15,000
Sports Ground Deposit	4,061				4,061
Golf Course Machinery Fund	12,717				12,717
Knighton Wood Maintenance	5,801				5,801
Branching Out Project	42,423				42,423
Future Green Infrastructure fund	5,051				5,051
Cattle Purchase Fund (Grazing Account)	152,788				152,788
Wanstead Park/ Flats future Projects fund	100,000				100,000
South Lodge the Warren (Loughton Golf Course)	496,800				496,800
Total Epping Forest	6,885,339	107,537	0	0	6,992,875
Burnham Beeches					
Restricted Income Funds:					
Legacy Income - Pond Maintenance	60,014				60,014
Campaign Donations	6,228	218			6,446
Section 106 Contributions	721,310				721,310
Unrestricted Income Funds:					
Unrestricted Income Funds	2,268	676			2,944
Designated (Unrestricted Income Fund):					
Stoke Common	132,586				132,586
Capital Adjustment Account (Fixed Assets)	470,086				470,086
Infrastructure (Fixed Assets)	137,725				137,725
Furniture and Equipment (Fixed Assets)	232,487				232,487
Plant (Fixed Assets)	50,000				50,000
Total Burnham Beeches	1,812,704	894	0	0	1,813,598
West Wickham & Coulsdon Commons					
Restricted Income Funds:					
Campaign Donations - Farthing Downs	2,524	20			2,544
Unrestricted Income Funds:					
General Funds	3,272	1,027			4,299
Designated (Unrestricted Income Fund):					
Capital Reserve Funds	570,809				570,809
Total West Wickham & Coulsdon Commons	576,605	1,047	0	0	577,652
Ashtead Common					
Designated (Unrestricted Income Fund):					
Ancient Trees Reserve	1,660	701	0	0	2,361
Total Ashtead Common	1,660	701	0	0	2,361
Total Epping Forest and Commons Committee	9,276,308	110,178	0	0	9,386,485

Note:

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

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

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Charity Funds (Restricted, Unrestricted and Endowments) - September (Period 6)

	Opening Balance 2023/24 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Closing Balance 2023/24 £'s
Hampstead Heath, Highgate Wood and Queens Park Committee					
<u>Hampstead Heath</u>					
Restricted Income Funds:					
Campaign Donations	18,096	15			18,111
Parliament Hill Outdoor Gym	2,233				2,233
Installation of Non-Turf Pitches	46,845				46,845
Unrestricted Income Funds:					
General Funds	3,818				3,818
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Buildings, Infrastructure & Equipment)	19,463,442				19,463,442
Capital Fund	3,331				3,331
Total Hampstead Heath	19,537,765	15	0	0	19,537,780
<u>Hampstead Heath Trust Fund</u>					
Permanent Endowment	34,204,048				34,204,048
Expendable Endowment	769,264				769,264
Unrestricted Income Funds:					
General Funds	730,810				730,810
Total Hampstead Heath Trust Fund	35,704,122	0	0	0	35,704,122
<u>Highgate Wood and Queen's Park</u>					
Restricted Income Funds:					
Campaign Donations - Sandpit & Playground Improvements	14,754	30,000			44,754
Unrestricted Income Funds:					
General Funds	169,582				169,582
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Land, Buildings and Infrastructure)	120,059				120,059
Total Highgate Wood and Queen's Park	304,395	30,000	0	0	334,395
Total Hampstead Heath, Highgate Wood and Queens Park Committee	55,546,282	30,015	0	0	55,576,297
<u>West Ham Park Committee</u>					
Restricted Income Funds:					
Campaign Donations - Playground Refurbishment Project	1,481				1,481
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Equipment)	954,091				954,091
Unrestricted Income Funds:					
General Funds	0	410			410
Total West Ham Park	955,572	410	0	0	955,982
Total West Ham Park Committee	955,572	410	0	0	955,982
<u>Culture, Heritage & Libraries Committee (Keats House)</u>					
Restricted Income Funds:					
Heritage Assets - Keats Lover Letter & Watercolour	101,423				101,423
Grant Funding	12,569				12,569
Unrestricted Income Funds:					
General Funds	166,585	15			166,600
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Plant & Equipment)	53,478				53,478
Total Keats House	334,055	15	0	0	334,070
Total Culture, Heritage & Libraries Committee (Keats House)	334,055	15	0	0	334,070

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.

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

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Committee(s): Culture, Heritage and Libraries – For Information Natural Environment Board – For Information	Dated: 20/11/2023 04/12/2023
Subject: Mid-year update on the Monument – April - September 2023	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 7 & 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: Bob Roberts, Interim Executive Director of Environment	For Information
Report author: Rob Shakespeare, Head of Heritage & Museums, Environment Department	

Summary

This report outlines achievements at the Monument to the Great Fire of London between April and September 2023, showing how it is recovering following its closure and phased reopening during the pandemic.

Your Committee last received a report on achievements at the Monument in July 2022, and this paper seeks to re-establish twice-yearly reporting to Members on achievements at the Monument at mid and end-of-year.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Monument to the Great Fire of London (the Monument) is a Grade I listed building (1950) and scheduled ancient monument (1951), the governance, asset management and operation of which is the responsibility of the City of London Corporation.

2. Prior to 2016, the Monument was managed, alongside Tower Bridge, within the Culture, Heritage & Libraries Department, with funding from City Cash. Following the restructuring of that Department, operational management of both the Monument and Tower Bridge was transferred to the Open Spaces Department, although Member oversight continued to be provided by the Culture, Heritage & Libraries (CHL) Committee.
3. Following the implementation of the City Corporation's Target Operating Model (TOM) Phase 1 from April 2021, responsibility for the governance and operational management of Tower Bridge transferred to the Bridge House Estates Board, while the Monument now came under the newly created Environment Department, but still under the terms of reference of the CHL Committee and funded through the City Cash fund.
4. Since 2021, staffing for the Monument has continued to be provided by the Tower Bridge team, due to the overlap between functions and geographic convenience. In 2023/24, the staffing budget of £280k is met by a City Cash budget held by the Environment Department. This is apportioned in part across 93 posts at Tower Bridge (equivalent to 5.7 FTE posts), including management, security, learning, technical and welcome host staff.
5. At their meeting on 27 March 2023, the Bridge House Estates Board (now the City Bridge Foundation Board) resolved, in their capacity as Trustee of Bridge House Estates (registered charity number 1035628), that continued responsibility for the day-to-day operation of the Monument was not in the best interests of Bridge House Estates, as it is not an asset of the charity and does not contribute to their charitable purposes. It also resolved that BHE officers should work with City Corporation colleagues to identify a suitable future operating model for the Monument.
6. The implementation of TOM Phase 2 in the Environment Department from May 2023 has resulted in the formation of a Culture & Projects section within the Natural Environment Division. The Assistant Director Culture & Projects and Head of Heritage & Museums within that section have been tasked with developing proposals for the future management and operation of the Monument and these will be submitted to Members for their discussion and approval in due course.

Current Position

7. Since December 2022, the Monument has been open to the public 9.30am – 1pm and 2 – 6pm daily, with some planned seasonal exceptions. However, it has not been able to open on certain days due to the need for City Bridge Foundation staff to act in the best interests of their charity and prioritise opening Tower Bridge to the public.
8. In 2022/23, when the Monument was open daily (9.30am – 1pm & 2 – 6pm), a total of 92,899 people visited, resulting in income of £346k. The busiest months (>10k visitors and >£40k income) were April, August and February; the quietest

(<5k visitors and <£17.5k income) were June, September and November.

9. Between April and September 2023, a total of 58,729 people visited the Monument, generating income of £218k. During this period, the Monument was closed to the public on 31 days due to the need to prioritise staffing levels at Tower Bridge.
10. This represents a 21% increase on the number of visitors in the same period of 2022/23, with a corresponding 23% increase on income from admissions and sales.
11. In the first six-months of 2023/24, the Monument has achieved 35% of the total number of people who visited in the whole of 2019/20 (the last, almost full year before the pandemic). Given that the Monument's visitor and income pattern is historically evenly split between the first and second half of the year, this suggests that the Monument could secure a c. 65-70% recovery in the number of people visiting the Monument and income received in 2023/24. This would be consistent with forecasts for the visitor economy this year, leading to a full recovery by 2025.
12. The Monument continues to be a popular destination for teacher-led school group visits, as it is studied at Key Stage 1 and Key Stage 2 as 'a significant event beyond living memory', as part of a local history unit, or the study of an aspect or theme in history. At present, school group visits are included in general admissions and it is not possible to provide discrete data for the number of school students visiting.
13. A recent report by Buro Happold, which was commissioned to understand the visitor evidence base for the Monument and support future recommendations, shows that the Monument enjoys strong recognition amongst visitors to the City, whether they be Londoners, tourists from other parts of the UK or international visitors. A summary of the research findings shows that the majority of visitors to the Monument were visiting with family and friends and for many it was their first visit of the day, which strongly implies that the Monument is recognised as a key site in the history and story of the City and has the potential to make a positive contribution to Destination City outcomes.
14. The Monument has a Conservation Management Plan which was produced in 2014. This is in the process of being re-commissioned by City Surveyors in liaison with officers from the Natural Environment's Culture & Projects section.
15. The Monument does not currently have a report covering its operational risks and officers are working to review and reinstate high-level risk monitoring, with the intention of reporting to Members twice yearly from April 2024, to coincide with and support the mid and end-of-year update reports for the Monument.
16. The City Bridge Foundation Board have resolved that the City Corporation take back operational management of the Monument from April 2024, as the building, while loved by those who work there, is not an asset of the charity and its

operation does not contribute to their Charitable objects.

17. Officers from the new Culture & Projects section within the Natural Environment division are therefore currently developing proposals for the future operation of the Monument, showing how it can operate sustainably and make a positive contribution to Corporate priorities and Destination City outcomes. These will be brought forward for the consideration and approval of Members of the Culture, Heritage & Libraries Committee and Natural Environment Board at the meetings for those Committees scheduled for December and January 2024.

Proposals

18. Members indicate their support for the role the Monument plays in contributing to Corporate, Departmental and community outcomes.

Key Data

19. Key data for visitor figures, costs and income from 2016 – 2023/24 is provided at Appendix 1 for the information of Members.

Corporate & Strategic Implications

Strategic implications – The Monument supports 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. It also supports the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives, and the Education Board's strategic framework.

Financial implications – Since 2016/17, the Monument has been expected to achieve an income target which makes a NET contribution to City's Cash. The Monument's ability to meet this target has been further detrimentally impacted by the pandemic, first by closure of the facility in 2020/21 and 2021/22 then by subsequent recovery in 2022/23 and ongoing, with a forecast 'overspend' of £187k on local risk in 2023/24. During these years it has continued to make an operational profit but is unable to meet the total income target expected of it. Officers are developing an options paper for the future operation of the Monument which will seek to reduce this shortfall for 2024/25 and subsequent years.

Conclusion

20. The Monument is open to the public and provides a popular visitor attraction in the City for growing numbers of visitors, particularly tourists, school groups and families. Although it is yet to return to pre-pandemic levels of visitor numbers and income, its recovery is in line with other visitor attractions within the City and consistent with a full recovery by 2025.

Appendices

- Appendix 1: Key data for the Monument 2016/17 – 2023/24

Rob Shakespeare

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Appendix 1: Key data for the Monument 2016/17 – 2023/24:

	2016/17	2017/18	2018/19	2019/20	2020/21 & 21/22 combined)	2022/23	2023/24 (forecast)
Visitor Numbers:	176,682	186,551	173,937	169,367	Closed due to pandemic / restrictions	92,899	111,000
Income:	£	£	£	£	£	£	
Total Income:	514,404	597,133	550,296	548,495	284,186*	346,356	363,000
Costs:							
Employees	299,635	284,017	298,273	315,270	N/A	236,626	280,000
Premises	60,810	33,193	37,332	44,810	N/A	52,458	35,000
Transport	0	0	0	0	N/A	7	0
Supplies & services	73,243	58,090	62,615	48,326	N/A	15,317	37,000
Total costs:	433,688	375,300	398,221	408,406	401,580*	304,408	352,000
Operating profit:	80,716	221,833	152,075	140,088	-117,394	41,948	11,000
Net income budget:	234,000	228,000	203,000	218,000	63,000	205,000	198,000
Overspend:	153,284	6,167	50,925	77,912	180,394	163,052	187,000

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Committee(s)	Dated:
Epping Forest and Commons Committee	23 November 2023
Hampstead Heath, Highgate Wood, and Queen's Park Committee	29 November 2023
Natural Environment Board	4 December 2023
West Ham Park Committee	4 December 2023
Subject: Business Plan 2023/24 – Progress Report (mid-year, April-September 2023)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Outcomes: 2, 3, 5, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Bob Roberts, Interim Executive Director, Environment	For Information
Report author: Joanne Hill, Environment Department	

Summary

This report provides Members with an update on progress against the Environment Department's high-level Business Plan 2023/24. Due to the complexity and scope of the department, three separate High-Level Business Plans were produced to reflect our three key Committee 'clusters'. This report refers to the Business Plan which covers the Natural Environment Division and City Gardens.

The report summarises the progress that has been made against major workstreams and performance measures during the first six months of 2023/24. An update on the financial position is provided in the separate Chamberlain's report also presented to this Committee.

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. The Open Spaces and City Gardens Committee approved the High-Level Departmental Business Plan 2023/24 on 13 February 2023.
2. The Business Plan sets out the major workstreams and key performance indicators (KPIs) for the year ahead.
3. To ensure your Committee is kept informed, progress made against the high-level Business Plan is reported to you every six months. This approach allows Members to ask questions and have a timely input into areas of particular importance to them.

Current Position

Major workstreams

4. The high-level Business Plan set out workstreams that would be undertaken during 2023/24. Throughout the year, your Committee is kept informed on the progress of the key workstreams by way of regular Assistant Director Update reports and/or separate detailed reports. A summary of progress made to the end of September 2023 is presented below.

Carbon Removals Project

- a) Proposals for rescoping the project will be presented to the Natural Environment Board and Policy and Resources Committee for approval in the coming months.
 - The proposals extend the original project scope (i.e. creating new habitats to increase carbon sequestration capacity) to include measures to protect the existing carbon sequestration capacity.
 - The additional proposals have been drawn up in liaison with external consultants, Arcadis.

Learning and Play Programmes

- b) During the first six months of the year the following groups took part in activities which enhanced wellbeing and nature connection:
 - 10,214 school students
 - 164 students with special education needs
 - 323 13–25-year-olds, and
 - 13,733 play participants.

North London Open Spaces

- c) Support the development of volunteer skills, networks and confidence, and improve volunteer wellbeing.
 - In conjunction with partner organisation, Heath Hands, a varied programme of walks, talks, training workshops and social events runs throughout the year at Hampstead Heath.
 - The programme includes twice-weekly health walks, monthly forest bathing workshops and training in a variety of topics from bird and tree identification to history and geology. There are also 'toolbox talks' at the start of each volunteer session to aid learning.
 - All wellbeing is monitored and tracked via the annual Volunteer Opinion Survey.
- d) Develop income generating activities and continue to investigate further opportunities for funding
 - Initial proposals have been submitted by North London Open Spaces for discussion as part of the ongoing Natural Environment Charity Review. Also, Officers continue to review existing licences and agreements to ensure that market rate income is being received.
- e) Develop a gift aid system for the Natural Environment Charities
 - Hampstead Heath Charity and Highgate Wood and Queen's Park Charity can

receive Gift Aid if donations are made through the 'Just Giving' platform which collects Gift Aid from HMRC on the charities' behalf.

f) Highgate Roman Kiln

- The National Lottery Heritage Fund Awarded £250k to The Friends of Roman Highgate Kiln charity for the 'Firing London's Imagination Project'.
- A Heritage Officer has been engaged to provide support, with 50% of the cost funded by the National Lottery Heritage Fund.

Epping Forest

g) Countryside Stewardship Scheme (CSS).

- The Countryside Stewardship (CSS) application for the second half of the Forest is due to be completed in October 2023.
- The CSS application for buffer land will need to wait until the carbon removals rescoping has been resolved and additional staff are recruited.
- The CSS application for Wanstead Park is dependent on sufficient staffing resource to provide a project lead.

The Commons

h) Chilterns area of outstanding natural beauty (AONB)

- There has been no further progress by Chilterns AONB (Area of Outstanding Natural Beauty) regarding their boundary review.

i) Stakeholder engagement on the Burnham Beeches habitat management programme

- A partnership meeting was held in early August. Various actions were agreed and will be followed up at a further meeting on 8 November 2023.

j) Burnham Beeches Strategic Access Management and Monitoring program (SAMM)

- Regular updates have been provided to partners and the annual SAMMs progress review meeting is scheduled for 11 December 2023.
- Engagement activity is being provided by Community Engagement Rangers as required.

City Gardens

k) Biodiversity Action Plan

- The Biodiversity Action Plan programme to improve gardens and planting along the biodiversity routes has commenced, and the first two gardens (St Mary Aldermanbury and All Hallows by the Tower) have been delivered.
- The vacant post which is being funded by the Woodland Accelerator Fund has now been filled and trial pits are being dug ahead of this year's planting programme to deliver the Street Tree Development Programme.

l) Fleet replacement

- Electric vehicles to replace the remaining diesel fleet will be delivered in Spring 2024.

Performance Measures

5. 10 Key Performance Indicators were identified in the Business Plan. These measures are monitored to assess performance against targets and the progression of key workstreams. Details of performance to the end of September 2023 is provided at Appendix 1.

Corporate & Strategic Implications

Strategic implications – The monitoring of key workstreams and performance measures links to the achievement of the aims and outcomes set out in the Corporate Plan 2023-24.

Financial Implications – Financial implications are addressed in the separate Chamberlain's report presented to this Committee.

Resource implications – Recruitment to vacant posts across the division is underway.

Risk implications - Risks to achieving the objectives set out in the Business Plan are identified and managed in accordance with the City of London Risk Management Framework. Risk Registers are reported to this Committee quarterly.

Climate implications – An update on the Carbon Removals Project is presented in a separate report to your Committee.

Charity implications - Many of the Natural Environment sites are registered charities. Any decisions must be taken in the best interests of the relevant charity.

Appendices

- Appendix 1 - Performance measures

Contact

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Progress against Key Performance Indicators 1 April 2023 – 30 September 2023

↑	The Mid-Year performance of this indicator has been above or on target .
↓	The Mid-Year performance of this indicator has been below target .

Performance Measure Description	Target 2023/24	Performance 2023/24 (Mid-Year Result)
Retain our Green Heritage Site Accreditation.	13 Awards	13 Awards ↑
Retain our Green Flag Awards.	14 Awards	14 Awards ↑
Number of volunteer work hours.	N/A (Comparable baseline data for 2022/23 is not available)	The Commons: 7,816 Epping Forest: 3,166 HH, QP & HW: 8,841 West Ham Park: 921 Keats House: 352 Total: 21,906
Number of Ranger days spent interacting with visitors in Burnham Beeches with regards to SAMM commitments and Section 106 agreements.	>100 days by year end	N/A, annual measure
Number of visitors to The Queens Elizabeth's Hunting Lodge (QEHL) and the Temple at Epping Forest.	QEHL: >10,644 The Temple: baseline data for 2022/23 is not available	QEHL: 7,041 ↑ Temple: 617
Number of visitors to Keats House.	> 5,149 (2022/23 performance)	4,206 ↑
Number of visitors recorded at the Bathing Ponds and Lido at Hampstead Heath.	N/A (Baseline data for 2022/23 is not available)	Lido: 181,372 Ponds: 280,137 Total: 461,509
Self-reported perception of wellbeing by Learning Programme participants.	Positive result	9% ↑
Progress toward achieving net zero (carbon) (improvement against baseline).	-16.2 kilo tonnes CO2e	-16.2kt CO2e ↑
Health and safety accident investigations completed within 21 days.	85% (Corporate target)	87% ↑

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