



## Open Spaces and City Gardens

**Date:** TUESDAY, 7 DECEMBER 2021

**Time:** 11.30 am

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:** Oliver Sells QC (Chairman)  
Caroline Haines (Deputy Chairman)  
Graeme Doshi-Smith  
Alderman Ian Luder  
Wendy Mead  
Deputy Barbara Newman  
Deputy John Tomlinson  
Andrew McMurtrie  
Anne Fairweather (Ex-Officio Member)  
Benjamin Murphy (Ex-Officio Member)

**Enquiries:** Richard Holt  
Richard.Holt@cityoflondon.gov.uk

Members of the public can observe this public meeting at the below link:

<https://youtu.be/kp9qOSfkWY4>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
Town Clerk and Chief Executive

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public note of inquorate meeting and non-public summary of the meeting of the Open Spaces and City Gardens Committee held on the 12<sup>th</sup> of October.

**For Decision**  
(Pages 5 - 8)

### **Open Spaces**

4. **DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES 2022/23**

Joint report of the Chamberlain and the Executive Director for Environment.

**For Decision**  
(Pages 9 - 62)

5. **OPEN SPACES BUSINESS PLAN FOR 2022/23**

Report of the Executive Director for Environment.

**For Decision**  
(Pages 63 - 74)

6. **OPEN SPACES BUSINESS PLAN 2021/22 - SIX MONTH PERFORMANCE UPDATE: APRIL TO SEPT 2021**

Report of the Executive Director for Environment.

**For Information**  
(Pages 75 - 88)

7. **OPEN SPACES COVERAGE 2021**

Report of the Town Clerk.

**For Information**  
(Pages 89 - 92)

## **City Gardens**

8. **2022/23 EVENTS FEES AND CHARGES - CITY GARDENS**

Report of the Executive Director for Environment.

**For Decision**  
(Pages 93 - 104)

9. **POSTMAN'S PARK MEMORIALS PROPOSAL**

Report of the Executive Director for Environment.

**For Decision**  
(Pages 105 - 114)

10. **CITY GARDENS UPDATE**

Report of the Executive Director for Environment.

**For Information**  
(Pages 115 - 120)

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

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

13. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**For Decision**

## **Part 2 - Non-Public Agenda**

14. **NON-PUBLIC MINUTES**

To agree the non-public note of the inquorate meeting of the meeting of the Open Spaces and City Gardens Committee held on the 12<sup>th</sup> of October.

**For Decision**  
(Pages 121 - 122)

15. **DEBT ARREARS – INVOICED INCOME FOR PERIOD ENDING 30 SEPTEMBER 2021**

Joint report of the Chamberlain and the Executive Director for Environment

**For Information**  
(Pages 123 - 132)

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## OPEN SPACES AND CITY GARDENS Tuesday, 12 October 2021

Public note of the inquorate meeting of the Open Spaces and City Gardens held on  
Tuesday, 12 October 2021 at 11.30 am

### Present

#### Members:

Oliver Sells QC (Chairman)  
Alderman Ian Luder  
Andrew McMurtrie

#### Officers:

Richard Holt	- Town Clerk's Department
Joseph Anstee	- Town Clerk's Department
Kristina Drake	- Town Clerk's Department
Charlie Peace	- Chamberlain's Department
Juliemma McLoughlin	- Executive Director Environment
Martin Rodman	- Superintendent, West Ham Park and City Gardens
Gerry Kiefer	- Business Manager, Open Spaces Department

The Town Clerk informed Members that a Quorum had not been established within five minutes of the scheduled start of the Committee and as result, in accordance with Standing Order 36 (2), the formal meeting was dissolved. Following this Members present agreed to informally consider the items on the agenda.

#### 1. **APOLOGIES**

Apologies were received by the Deputy Chairman Caroline Haines and Deputy John Tomlinson.

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

There were no declarations.

#### 3. **MINUTES**

The Committee considered the public minutes and non-public summary of the Open Spaces and City Gardens Committee held on the 12<sup>th</sup> of October.

**RESOLVED-** That the public minutes of the Open Spaces and City Gardens Committee held on the 12<sup>th</sup> of October was approved as an accurate record.

4. **OPEN SPACES COVERAGE 2021**

The Committee considered a report of the Town Clerk on the Open Spaces coverage 2021.

**RESOLVED-** That the report be noted.

5. **OPEN SPACES DEPARTMENT CAPITAL PROJECT PROPOSALS TO RASC**

The Committee received a report of the Executive Director Environment on the Open Spaces Department Capital Projects proposals to RASC.

A Member noted that these bids need to be brought forward to the Resource Allocation Sub-Committee for consideration. The Chairman requested that he and the Deputy Chairman be informed of the meeting of the Resource Allocation Sub-Committee where these bids are to be considered.

**RESOLVED-** That the report be noted.

6. **CITY GARDENS UPDATE**

The Committee received a report of the Executive Director Environment on the City Gardens update.

The Committee discussed the future of the western roadway of the Finsbury Site noting that the Department of Built Environment had provided assurances that this site would be returned to public access. A Member commented that he had received a number of complaints from the Ward constituents but noted his understanding was that by the end of the week all traffic cones would be removed. The Executive Director Environment informed Members that this project was under the authority of the Streets and Walkways Sub-Committee and would be taken forward with Members being informed appropriately. The Chairman requested that Open Spaces and City Gardens Committee be copied into the correspondence to ensure they are kept appropriately informed.

A Member noted that of the five new vehicles to be procured only two were electric and three Euro 6 diesel tippers. Responding to this comment the Executive Director Environment informed the elective vehicles were considerably more expensive than the diesel models noting that budgetary concerns had contributed to the decision to procure only two electric vehicles. Further to this response the Member commented that central funding should be increased in order that the City Gardens section can contribute properly to the City of London Corporation's commitments on sustainability and stated that he would be asking a question of the Policy and Resources Committee on these grounds.

**RESOLVED-** That the report be noted.

7. **TOWER HILL PLAY AREA REFURBISHMENT**

The Committee considered a report of the Executive Director Environment on the Tower Hill Play Area Refurbishment.

**RESOLVED-** That: -

- I. That budget of £16,000 be approved for staff costs and fees and charges, to reach the next Gateway; and
- II. That the project budget of £16,000 (excluding risk) be noted; and
- III. That the total estimated cost of the project at £195,000(including risk) be noted; and
- IV. That a Costed Risk Provision of £16,500 be approved (to be drawn down via delegation to Chief Officer).

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

Responding to a question from a Member the Executive Director provided an update on the tree diseases present in the City Gardens.

**9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

A Member informed the committee that he would be interested in becoming the Open Spaces and City Garden Committee appointed member to the Streets and Walkways Sub-Committee. The Town Clerk informed the Committee that as the meeting was inquorate it could not formally approve the appointment which would need to be approved under Standing Order 41.

**10. EXCLUSION OF THE PUBLIC**

**RESOLVED:** That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**11. NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the previous meeting of the Open Spaces and City Gardens Committee held on the 13<sup>th</sup> of July 2021.

**RESOLVED-** That the non-public minutes of the previous meeting of the Open Spaces and City Gardens Committee held on the 13<sup>th</sup> of July 2021 be approved as an accurate record.

**12. REPORT OF ACTION TAKEN**

The Committee considered a report of the Town Clerk on the action taken outside of the meeting.

**RESOLVED-** That the report be noted.

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

There were no questions received in the non-public session.

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

There was no urgent business considered in the non-public session.

**The meeting ended at 12.20 pm**

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Chairman

**Contact Officer: Richard Holt**  
**[Richard.Holt@cityoflondon.gov.uk](mailto:Richard.Holt@cityoflondon.gov.uk)**



<b>Committee(s)</b>	<b>Dated:</b>
Open Spaces and City Gardens	7 December 2021
<b>Subject:</b> Departmental and Service Committee Budget Estimates 2022/23	<b>Public</b>
<b>Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,8,9,10,11 & 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of funding?</b>	N/A
<b>Has the funding source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> The Chamberlain Executive Director Environment	<b>For Decision</b>
<b>Report Author:</b> Beatrix Jako, Chamberlain's Department	

## Summary

This report presents for approval the budget estimates for the Open Spaces and City Gardens Committee for 2022/23, for subsequent submission to the Finance Committee. The Open Spaces and City Gardens Committee is the strategic overarching committee for all of the open spaces and whilst this report details the 2021/22 & 2022/23 estimates for the Directorate, City Gardens, and Bunhill Fields, summary estimates for all of the other open spaces (excluding Keat's House, Monument, Crematorium and Cemetery, and Tower Bridge which are reported to their respective committees) are also provided in paragraph 23 with detailed estimate reports for each committee in the appendices.

The proposed budget for 2022/23 has been prepared within the resources allocated to the Executive Director by Resource Allocation Sub Committee in October 2021, including an inflation increase of 2% balanced by an efficiency saving of 2%.

Summary of Appendix 1 (Includes Local Risk, Central Risk, and Support Services/Recharges)	Original Budget (OR)	Latest Approved Budget	Original Budget (OR)	Movement
	2021/22 £000	2021/22 £000	2022/23 £000	2021/22 OR to 2022/23 OR £000
Net Local Risk	(2,518)	(2,274)	(2,549)	(31)
Net City Surveyor	(41)	(45)	(45)	(4)
Net Cyclical Works Programme	(450)	(513)	-	450
Net Central Risk	(20)	(411)	(20)	-
Support Services and Recharges	827	842	803	(24)
<b>Total Net Expenditure</b>	<b>(2,202)</b>	<b>(2,401)</b>	<b>(1,811)</b>	<b>391</b>

Overall, the provisional original budget for 2022/23 totals £1.811M, a decrease of £0.391M compared with the original 2021/22 budget.

Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. The separate bid for CWP works in 2022/23 has not been included in this report, as it is to be considered by Corporate Asset Sub-Committee in November, and then subsequently by Resource Allocation Sub-Committee to agree the funding. Once both Sub-Committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

### Recommendation

Members are asked to:

- i) review and approve the Directorate, Bunhill Fields and City Gardens proposed revenue budget for 2022/23 for submission to Finance Committee,
- ii) review and approve the City Gardens and Bunhill Fields capital and supplementary revenue budgets for 2022/23 for submission to Finance Committee,
- iii) authorise the Chamberlain, in consultation with the Executive Director Environment to revise these budgets to allow for any further implications arising

from Corporate Projects, the Target Operating Model, and changes to the Cyclical Works Programme following the funding decision on bids for works in 2022/23,

- iv) agree that minor amendments for 2021/22 and 2022/23 from changes to recharges arising during budget setting to be delegated to the Chamberlain,
- v) note the provisional 2022/23 revenue budget for the services overseen by the other Open Space Service Committees (appendices 6 – 8).

## **Main Report**

### **Introduction**

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes City Gardens which is funded from the City Fund as part of the City Corporation's local authority functions. Bunhill Fields, the Learning Team and the Open Spaces Directorate which co-ordinates the management of the Department and works in co-operation with other Departments on cross service projects and corporate initiatives are funded through City's Cash.
2. This report sets out the proposed budgets for 2022/23 for these areas. The Revenue Budget management arrangements are to:
  - Provide a clear distinction between local risk, central risk, and recharge budgets.
  - Place responsibility for budgetary control on departmental Chief Officers.
  - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the original budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.
5. As the strategic lead Committee for Open Spaces, the proposed budgets for Epping Forest, The Commons, West Ham Park, Hampstead Heath, Highgate Wood and Queens Park are attached (appendices 6 - 8) for information so that this Committee has an overview of the full financial position of the Open Spaces element of the Environment Department.
6. The overall 2022/23 budget for Open Spaces (excluding Keat's House, Monument, Tower Bridge, and Cemetery & Crematorium) which includes the Executive Director Environment's Local Risk, City Surveyor's Local Risk, Central Risk, and Recharges/Support Services is £14.327M.

## **Business Planning Priorities for 2022/23**

7. The Open Spaces, Environment Department business priorities for the forthcoming year have been set out in the 2022/23 business plan report which will be presented to your Committee on 7 December 2021 for approval.

## **Proposed Revenue Budget for 2022/23**

8. The proposed detailed Revenue Budget estimates for 2022/23 is shown at Appendix 1 analysed between:
- Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer's control.
  - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
  - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
9. The provisional 2022/23 budgets, under the control of the Executive Director Environment being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets.
10. For 2022/23 budgets include;
- Pay increases at 1.525% for grades A-C
  - 1.25% increase to National Insurance Contributions (NIC) from April 2022
  - 2% uplift for inflation offset by 2% efficiency savings (a flat cash position)
11. Income, increases in income, and reductions in expenditure are now shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
12. Analysis of the movement in staff related costs are shown in Table 1 below. Staffing levels have remained stable between 2021/22 and 2022/23 budgets.

Table 1 - Staffing statement	Original Budget 2021/22		Latest Approved Budget 2021/22		Original Budget 2022/23	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Directorate/Learning Programme	12.8	(833)	12.30	(1,119)*	12.30	(809)
City Gardens/Bunhill Fields	37.66	(1,571)	39.16	(1,616)	39.16	(1,658)
<b>TOTAL EMPLOYEE COSTS</b>	<b>50.46</b>	<b>(2,404)</b>	<b>51.46</b>	<b>(2,735)</b>	<b>51.46</b>	<b>(2,467)</b>

\* The 2021/22 latest approved budget (central risk) includes £387,000 costs in total relating to the flexible retirement pension strain costs.

13. Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. The separate bid for CWP works in 2022/23 has not been included in this report, as it is to be considered by Corporate Asset Sub-Committee in November, and then subsequently by Resource Allocation Sub-Committee to agree the funding. Once both Sub-Committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

TABLE 2 - CITY SURVEYOR LOCAL RISK		Original Budget 2021/22 £'000	Latest Approved Budget 2021/22 £'000	Original Budget 2022/23 £'000
Repairs and Maintenance				
Cyclical Works Programme				
Bunhill Fields		(340)	(416)	-
City Gardens		(110)	(97)	-
		<b>(450)</b>	<b>(513)</b>	<b>-</b>
Planned & Reactive Works (Breakdown & Servicing)				
Bunhill Fields		(6)	(6)	(6)
City Gardens		(35)	(39)	(39)
		<b>(41)</b>	<b>(45)</b>	<b>(45)</b>
Total City Surveyor		<b>(491)</b>	<b>(558)</b>	<b>(45)</b>

### **Potential Further Budget Developments**

14. The provisional nature of the 2022/23 revenue budget recognises that further revisions may be required, including in relation to:

- Decisions on funding of new bids for 2022/23 by the Cyclical Works Programme by the Corporate Asset Sub-Committee and the Resource Allocation Sub-Committee.
- Budget adjustments to align with the Target Operating Model.

## **Revenue Budget 2021/22**

17. The 2021/22 latest approved budget includes £9,000 to fund pay increases at 1.525% for grades A-C, an allocation of £188,000 from the Directorate to fund various projects and expected savings of £65,000 on Chief Officer post transferred to the Centre to alleviate cost pressures on the new Chief Officer posts. The forecast outturn for the current year is in line with the latest approved budget of £2.401M. Movement of the 2021/22 Original Budget to the 2021/22 Latest Approved Budget can be found in Appendix 4.

## **Draft Capital and Supplementary Revenue Budgets**

18. The latest estimated costs for the Committee's current approved capital and supplementary revenue projects are summarised in the Table below.

Service Managed	Project	Exp. Pre 01/04/20 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>CITY FUND</b>						
	<b><u>Pre-implementation</u></b>					
City Gardens	Finsbury Circus Reinstatement	(174)	(345)	(233)	-	(752)
Woodredon and Warlies	Carbon Removals at Woodredon (Climate Action Strategy)	-	(26)	-	-	(26)
	<b><u>Authority to start work</u></b>					
City Gardens	St Botolph's Ball Court	(86)	(45)	-	-	(131)
City Gardens	St Mary At Hill Churchyard	(135)	-	(336)	-	(471)
<b>TOTAL OPEN SPACES &amp; CITY GARDENS</b>		<b>(395)</b>	<b>(416)</b>	<b>(569)</b>	<b>-</b>	<b>(1,380)</b>

19. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. Accordingly, the figures for Finsbury Circus and Woodredon carbon removals currently exclude the implementation costs.
20. The enhancement of facilities at St Botolph's Ball Court are subject to negotiations on a new maintenance agreement.
21. Work at St Mary at Hill Churchyard has been deferred due to access issues.
22. The latest Capital and Supplementary Revenue Project expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2022.

## **Estimates Summary of all Open Spaces**

23. The table below gives a summary overview of all the Open Spaces estimates which have or will be reported to their respective committee (excluding Keat's House, Monument, Tower Bridge, and the Crematorium & Cemetery).

<b>Summary of all Open Spaces</b> (Includes Local Risk, Central Risk, and Recharges/Support Services)	<b>Original Budget (OR)</b> 2021/22	<b>Latest Approved Budget</b> 2021/22	<b>Original Budget (OR)</b> 2022/23	<b>Movement</b> 2021/22 OR to 2022/23 OR
	£000	£000	£000	£000
<b>Expenditure</b>				
Open Spaces & City Gardens	(3,652)	(3,866)	(3,254)	398
West Ham Park	(1,180)	(1,168)	(1,032)	148
Epping Forest	(5,747)	(6,080)	(5,363)	384
The Commons	(2,333)	(2,527)	(2,115)	218
Hampstead Heath, Highgate Wood & Queens Park	(8,297)	(8,847)	(8,044)	253
<b>Income</b>				
Open Spaces & City Gardens	623	623	640	17
West Ham Park	322	322	322	-
Epping Forest	2,082	2,064	2,009	(73)
The Commons	520	530	503	(17)
Hampstead Heath, Highgate Wood & Queens Park	3,646	3,992	4,241	595
<b>Support Services and Recharges</b>				
Open Spaces & City Gardens	827	842	803	(24)
West Ham Park	(274)	(306)	(288)	(14)
Epping Forest	(1,074)	(1,132)	(1,050)	24
The Commons	(336)	(361)	(324)	12
Hampstead Heath, Highgate Wood & Queens Park	(1,445)	(1,503)	(1,375)	70
<b>Total Net Expenditure</b>	<b>(16,318)</b>	<b>(17,417)</b>	<b>(14,327)</b>	<b>1,991</b>

## **Corporate & Strategic Implications**

24. The Department's activity delivers ten of the twelve Corporate Plan outcomes, across all three of the Corporate Plan aims.

### **Contribute to a flourishing society**

- People are safe and feel safe.

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

#### **Support a thriving economy**

- Businesses are trusted and socially and environmentally responsible.
- We have access to the skills and talent we need.

#### **Shape outstanding environments**

- We are digitally and physically well-connected and responsive.
- We inspire enterprise, excellence, creativity and collaboration.
- We have clean air, land and water and a thriving and sustainable natural environment.
- Our spaces are secure, resilient and well-maintained.

#### **Public sector equality duty**

25. Should the capital projects be approved for funding it will significantly improve the service and experience provided to our local communities. Where capital funded projects are approved for progress or new policies and strategies developed, we will undertake 'tests of relevance' and where appropriate, Equality Analysis. Our fees and charges are annually benchmarked with neighbouring facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

#### **Conclusion**

26. This report presents the Capital and Revenue budget estimates for 2022/23 for the Open Spaces and City Gardens Committee for Members to consider and approve.

#### **Appendices**

- Appendix 1 – Budget estimates 2022/23
- Appendix 2 – Support Services and Capital Charges
- Appendix 3 – Capital Project Bids for 2022/23
- Appendix 4 – Movement in Local Risk Budgets 2021/22 OR to 2021/22 Latest Approved Budget
- Appendix 5 – Movement in Local Risk Budgets 2021/22 OR to 2022/23 Original Budget
- Appendix 6 – Estimate Report (Epping Forest and The Commons)
- Appendix 7 – Estimate Report (Hampstead Heath, Highgate Wood & Queen's Park)
- Appendix 8 – Estimate Report (West Ham Park)

Beatrix Jako

Chamberlain's Department

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## Appendix 1

### CITY GARDENS, BUNHILL FIELDS AND DIRECTORATE SUMMARY – ALL FUNDS

Analysis of Service Expenditure	Local or Central Risk	Actual 2020-21 £'000	Original Budget 2021-22 £'000	Latest Approved Budget 2021-22 £'000	Original Budget 2022-23 £'000	Movement 21-22OR to 22-23OR £'000	Paragraph Reference
<b>EXPENDITURE</b>							
Employees	L	(2,206)	(2,404)	(2,348)	(2,467)	(63)	a)
Employees	C	(43)	-	(387)	-	-	
Premises Related Expenses	L	(230)	(246)	(246)	(248)	(2)	
Premises Related Expenses	C	(210)	-	-	-	-	
R & M (City Surveyor's Local Risk)	L	(37)	(41)	(45)	(45)	(4)	
Cyclical Works Programme	L	(132)	(450)	(513)	-	450	b)
Transport Related Expenses	L	(60)	(45)	(80)	(53)	(8)	
Supplies & Services	L	(411)	(279)	(294)	(274)	5	
Supplies & Services	C	(1)	(20)	(24)	(20)	-	
Third Party Payments	L	(40)	(45)	(45)	(45)	-	
Transfer to Reserves	L	(43)	-	-	-	-	
Contingencies	L	-	(333)	(95)	(333)	-	
Unidentified Savings	L	-	211	211	231	20	
<b>Total Expenditure</b>		<b>(3,413)</b>	<b>(3,652)</b>	<b>(3,866)</b>	<b>(3,254)</b>	<b>398</b>	
<b>INCOME</b>							
Government Grants	L	8	-	-	-	-	
Other Grants, Reimbursements and Contributions – (Section 106/Rechargeable Works)	L	150	155	155	155	-	
Customer, Client Receipts	L	378	403	403	420	17	
Transfer from Reserves (S106 )	L	40	-	-	-	-	
Transfer from Reserves	C	209	-	-	-	-	
Recharges to Capital Projects	L	8	65	65	65	-	
<b>Total Income</b>		<b>793</b>	<b>623</b>	<b>623</b>	<b>640</b>	<b>17</b>	
<b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES</b>		<b>(2,620)</b>	<b>(3,029)</b>	<b>(3,243)</b>	<b>(2,614)</b>	<b>415</b>	
<b>SUPPORT SERVICES AND RECHARGES</b>							
Central Support and Capital Charges		(776)	(605)	(704)	(653)	(48)	
Recharges within Fund (Directorate Recharges)		534	585	685	625	40	
Recharges within Fund (Learning Recharges)		329	348	350	354	6	
Recharges Across Funds (Directorate Recharges)		293	389	401	367	(22)	
Recharges to Finance Committee (Corporate and Democratic Core)		125	110	110	110	-	
<b>Total Support Services</b>		<b>505</b>	<b>827</b>	<b>842</b>	<b>803</b>	<b>(24)</b>	
<b>TOTAL NET EXPENDITURE</b>		<b>(2,115)</b>	<b>(2,202)</b>	<b>(2,401)</b>	<b>(1,811)</b>	<b>391</b>	

a) The £63,000 increase is mainly due to a provision for pay increases at 1.525% for grades A-C, a 1.25% increase to National Insurance Contributions (NIC) from April 2022, and incremental progression.

b) The £450,000 decrease in the Cyclical Works Programme is explained in paragraph 13.

## Appendix 2

Support Services & Capital Charges from/to Open Spaces & City Gardens Committee	Actual 2020-21 £'000	Original Budget 2021-22 £'000	Latest Approved Budget 2021-22 £'000	Original Budget 2022-23 £'000	Movement 2021-22 OR to 2022-23 OR £'000	Paragraph Reference
<b><u>Support Services</u></b>						
<b>Central Recharges-</b>						
City Surveyor's Employee Recharge	(63)	(59)	(63)	(63)	(4)	
Admin Buildings	(88)	(84)	(90)	(88)	(4)	
Insurance	(18)	(16)	(16)	(16)	-	
I.S.Recharges - Chamberlain	(130)	(92)	(101)	(77)	15	
Film Liaison Staff Costs	(11)	-	-	-	-	
Capital Charges	(27)	(20)	(20)	(22)	(2)	
<b>Support Services-</b>						
Chamberlain (inc CLPS recharges)	(183)	(132)	(170)	(158)	(26)	
Comptroller and City Solicitor	(120)	(74)	(115)	(108)	(34)	
Town Clerk	(72)	(66)	(68)	(65)	1	
City Surveyor	(64)	(62)	(61)	(56)	6	
<b>Total Support Services &amp; Capital Charges</b>	<b>(776)</b>	<b>(605)</b>	<b>(704)</b>	<b>(653)</b>	<b>(48)</b>	
<b><u>Recharges Within Fund</u></b>						
Directorate Recharges	534	585	685	625	40	
Learning Recharges	329	348	350	354	6	
Corporate and Democratic Core	125	110	110	110	-	
<b>Total Recharges Within Fund</b>	<b>988</b>	<b>1,043</b>	<b>1,145</b>	<b>1,089</b>	<b>46</b>	
<b><u>Recharges Across Funds</u></b>						
Directorate Recharges	293	389	401	367	(22)	
<b>Total recharges Across Funds</b>	<b>293</b>	<b>389</b>	<b>401</b>	<b>367</b>	<b>(22)</b>	
<b>Total Support Services &amp; Capital Charges</b>	<b>505</b>	<b>827</b>	<b>842</b>	<b>803</b>	<b>(24)</b>	

## **Appendix 3**

### **Capital Project bids for 2022/23**

**Project – Epping Forest COVID-19 Path Restoration Project - £250,000**

Status – Green – Recommended for approval

**Project – Parliament Hill Athletics Track Resurfacing £2,000,000**

Status – Green – Recommended for approval

**Project – Redevelopment of Queen’s Park Play Area and Sandpit £55,000**

Status – Green – Recommended for approval

## Appendix 4

### Movement between the 2021/22 Original Budget and the 2021/22 Latest Approved Budget

<b>Open Spaces and City Gardens</b>	<b>£000</b>
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(2,559)</b>
<b>Executive Director Environment</b>	
Pay increases at 1.525% for grades A-C	(9)
Allocation from the Directorate to fund various projects	188
Allocation from the Directorate to the Centre in relation to the New Chief Officers posts funding	65
<b>City Surveyor</b>	
Planned & Reactive Works including Cleaning	(4)
<b>Latest Approved Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(2,319)</b>

## Appendix 5

### Movement between the 2021/22 Original Budget and the 2022/23 Original Budget

<b>Open Spaces and City Gardens</b>	<b>£000</b>
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(2,559)</b>
<b>Executive Director Environment</b>	
2% inflation uplift	(48)
2% efficiency saving	48
Pay increases at 1.525% for grades A-C	(9)
1.25% increase to National Insurance Contributions (NIC) from April 2022	(22)
<b>City Surveyor</b>	
Planned & Reactive Works including Cleaning	(4)
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(2,594)</b>

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<b>Committee(s)</b>	<b>Dated:</b>
Epping Forest and Commons	19 November 2021
<b>Subject:</b> Departmental and Service Committee Budget Estimates 2022/23	<b>Public</b>
<b>Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,8,9,10,11 & 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of funding?</b>	N/A
<b>Has the funding source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> The Chamberlain Director of Environment	<b>For Decision</b>
<b>Report Author:</b> Mark Jarvis, Head Of Finance	

### Summary

This report presents for approval the budget estimates for the Epping Forest and Commons Committee for 2022/23, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

The proposed budget for 2022/23 has been prepared within the resource envelope allocated to each Director by Resource Allocation Sub Committee, including an inflation increase of 2% balanced by an efficiency saving of 2%..

Summary of Table 1 <b>Epping Forest &amp; The Commons</b> (Includes Local Risk, Central Risk, and Recharges/Support Services)	Original Budget (OR)  2021/22 £000	Latest Approved Budget  2021/22 £000	Original Budget (OR)  2022/23 £000	Movement  2021/22 OR to 2022/23 OR £000
Net Local Risk	(3,757)	(3,945)	(3,823)	(66)
Net City Surveyor	(465)	(424)	(424)	41
Net Cyclical Works Programme	(795)	(1,066)	(231)	564
Net Central Risk	(461)	(578)	(488)	(27)
Support Services	(1,410)	(1,493)	(1,374)	36
<b>Total Net Expenditure</b>	<b>(6,888)</b>	<b>(7,506)</b>	<b>(6,340)</b>	<b>548</b>

Overall, the provisional Original budget for 2022/23 totals £6.340M, a decrease of £0.548M compared with the original 2021/22 Budget.

The main variance is a reduction in the Cyclical Works Programme (CWP) of £564,000 however, members should note that the figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. A separate bid for new CWP works in 2022/23 has not been included in this report, as it has yet to be considered by Corporate Asset sub-committee and Resource Allocation sub-committee to agree the funding. Once both sub-committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

### Recommendation

Members are asked to:

- i) review and approve the Epping Forest proposed revenue budget for 2022/23 for submission to Finance Committee,
- ii) review and approve The Commons proposed revenue budgets for 2022/23 for submission to Finance Committee,
- iii) review and approve the Epping Forest capital and supplementary revenue project budgets for 2022/23 for submission to Finance Committee,
- iv) review and approve The Commons capital and supplementary revenue project budgets for 2022/23 for submission to Finance Committee,



- v) authorise the Chamberlain, in consultation with the Director of Open Spaces to revise these budgets to allow for any further implications arising from Corporate Projects, the Target Operating Model, and changes to the Cyclical Works Programme following the funding decision on bids for works in 2022/23;
- vi) agree that minor amendments for 2021/22 and 2022/23 budgets arising during budget setting be delegated to the Chamberlain.

## **Main Report**

### **Introduction**

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Epping Forest, City Commons, Burnham Beeches and Stoke Common which are registered charities and are funded from City's Cash. They are run at no cost to the communities that they serve, as they are funded principally by the City, together with donations, sponsorship, grants and trading income.
2. This report sets out the proposed budgets for 2022/23 for these areas. The Revenue Budget management arrangements are to:
  - Provide a clear distinction between local risk, central risk, and recharge budgets.
  - Place responsibility for budgetary control on departmental Chief Officers.
  - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.
5. The overall 2022/22 budget for Epping Forest & The Commons which include the Director of Open Spaces Local Risk, City Surveyor's Local Risk, Central Risk, and Recharges/Support Services is £6.340M, this is a decrease of £0.548M when compared with the 2020/21 Original Budget.

### **Business Planning Priorities for 2022/23**

6. The Open Spaces, Environment Departments business priorities for the forthcoming year have been set out in the 2022/23 business plan report which will be presented to the Open Spaces and City Gardens Committee on 7 December 2021 for approval.

### **Proposed revenue budget for 2022/23**

7. This report presents, at Appendix 1, the budget estimates for 2022/23 for the Epping Forest and Commons Committee analysed between;

- Local Risk Budgets - these are budgets deemed to be largely within the Chief Officer's control.
  - Central risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
  - Support Services and Capital Charges - these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
8. The provisional 2022/23 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets.
9. For 2022/23 budgets include within local risk a% uplift for inflation offset by 2% efficiency savings (a flat cash position).
10. Income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50,000) have been commented on and are referenced in the relevant table in Appendix 1.
11. Analysis of the movement in staff related costs are shown in Table 2 below. Staffing levels have remained relatively stable between 2021/22 and 2022/23 budgets.

Table 2 - Staffing statement	Original Budget		Latest Approved Budget		Original Budget	
	2021/22		2021/22		2022/23	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Epping Forest	69.79	(3,163)	71.05	(3,242)	70.05	(3,195)
The Commons	33.18	(1,469)	35.11	(1,503)	33.18	(1,522)

Total Epping Forest and Commons	102.97	(4,632)	106.16	(4,745)	103.23	(4,717)
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12. Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. The separate bid for CWP works in 2022/23 has not been included in this report, as it is to be considered by Corporate Asset sub-committee in November, and then subsequently by Resource Allocation sub-committee to agree the funding. Once both sub-committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

TABLE 3 - CYCLICAL WORKS PROGRAMME & CITY SURVEYOR LOCAL RISK (EPPING FOREST)		Original Budget 2021/22 £'000	Latest Approved Budget 2021/22 £'000	Original Budget 2022/23 £'000
Repairs and Maintenance (including cleaning)				
Cyclical Works Programme Epping Forest		(569)	(779)	(225)
		(569)	(779)	(225)
Planned & Reactive Works (Breakdown & Servicing – City Surveyor Local Risk) Epping Forest		(241)	(229)	(229)
		(241)	(229)	(229)
Cleaning (City Surveyor Local Risk) Epping Forest		(44)	(41)	(41)
		(44)	(41)	(41)
Total Cyclical Works Programme & City Surveyor		(854)	(1,049)	(495)

TABLE 3 – CYCLICAL WORKS PROGRAMME & CITY SURVEYOR LOCAL RISK (THE COMMONS)		Original Budget 2021/22 £'000	Latest Approved Budget 2021/22 £'000	Original Budget 2022/23 £'000
Repairs and Maintenance (including cleaning)				
Cyclical Works Programme Ashted Common		(22)	(38)	-
West Wickham		(198)	(136)	(6)
Burnham Beeches		(6)	(113)	-

Stoke Common	-	-	-
	(226)	(287)	(6)
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing – City Surveyor Local Risk)</b>			
Ashtead Common	(5)	(5)	(5)
West Wickham	(49)	(44)	(44)
Burnham Beeches	(110)	(92)	(92)
Stoke Common	-	-	-
	(164)	(141)	(141)
<b>Cleaning (City Surveyor Local Risk)</b>			
Ashtead Common	-	-	-
West Wickham	(11)	(10)	(10)
Burnham Beeches	(5)	(3)	(3)
Stoke Common	-	-	-
	(16)	(13)	(13)
<b>Total Cyclical Works Programme &amp; City Surveyor</b>	<b>(406)</b>	<b>(441)</b>	<b>(160)</b>

### Potential Further Budget Developments

13. The provisional nature of the 2022/23 revenue budget recognises that further revisions may be required, including in relation to:

- Decisions on funding of new bids for 2022/23 by the Cyclical Works Programme by the Corporate Asset Sub-Committee and the Resource Allocation Sub-Committee.
- Budget adjustments to align with the Target Operating Model.

### Revenue Budget 2021/22

14. The forecast outturn for the current year is in line with the latest approved budget of £7.506M.

### Draft Capital and Supplementary Revenue Project budgets for 2022/23

15. The latest estimated costs of the Committee's current approved Capital and Supplementary revenue projects are summarised in the Tables below.

Service	Project	Exp. Pre 01/04/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
	<b><u>Pre-Implementation</u></b>						
Epping	Baldwins & Birch Hall Park Ponds	78	137	119	-	-	334
Epping	Wanstead Park Ponds Project	61	129	-	-	-	190

Epping	Grass Pitch at Wanstead Flats	36	1	-	-	-	37
Epping	CAS Carbon Removals	-	151	118	80	160	509
	<b><u>Authority to start work</u></b>						
Epping	Great Gregories Farm Over-wintering Facility	233	4	-	-	-	237
<b>TOTAL EPPING FOREST</b>		<b>408</b>	<b>422</b>	<b>237</b>	<b>80</b>	<b>160</b>	<b>1,307</b>

Service	Project	Exp. Pre 01/04/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
	<b><u>Authority to start work</u></b>						
City Commons	Kenley Revival	1,071	145	-	-	-	1,216
City Commons	Car Park Charging	115	10	-	-	-	125
<b>TOTAL CITY COMMONS</b>		<b>1,186</b>	<b>155</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,341</b>

- i. Pre-implementation costs comprise feasibility/option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
- ii. Therefore the above figures do not include the cost of implementing the Baldwins and Birch Hall Park, Wanstead Park Ponds, Grass Pitch at Wanstead Flats and CAS Carbon Removals projects which are subject to further gateway approvals.
- iii. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2022.

## **Corporate & Strategic Implications**

16. The Department's activity delivers ten of the twelve Corporate Plan outcomes, across all three of the Corporate Plan aims.

### **Contribute to a flourishing society**

1. People are safe and feel safe.
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.
8. We have access to the skills and talent we need.

### **Shape outstanding environments**

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

## **Security implications**

15. None

## **Public sector equality duty**

16. Should the capital projects be approved for funding it will significantly improve the service and experience provided to our local communities. Where capital funded projects are approved for progress or new policies and strategies developed, we will undertake 'tests of relevance' and where appropriate, Equality Analysis. Our fees and charges are annually benchmarked with neighbouring facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

## **Conclusion**

17. This report presents the Revenue and Capital budget estimates for 2022/23 for the Epping Forest and Commons Committee for Members to consider and approve.

**Appendices**

- Appendix 1 – Budget estimates 2022/23 Table 1
- Appendix 2 – Capital Project Bids for 2022/23

Beatrix Jako

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## Appendix 1 (Epping Forest)

Table 1							
Analysis of Service Expenditure	Local or Central Risk	Actual 2020-21 £'000	Original Budget 2021-22 £'000	Latest Approved Budget 2021-22 £'000	Original Budget 2022-23 £'000	Movement 21-22OR to 22-23OR £'000	Paragraph Reference
<b>EXPENDITURE</b>							
Employees	L	(3,027)	(3,163)	(3,181)	(3,195)	(32)	
Employees	C	(57)	-	(61)	-	-	
Premises Related Expenses	L	(512)	(725)	(713)	(636)	(89)	a)
Premises Related Expenses	C	(50)	-	-	-	-	
City Surveyor's Local Risk inc cleaning	L	(300)	(285)	(270)	(270)	15	
Cyclical Works Programme	L	(349)	(569)	(779)	(225)	344	b)
Transport Related Expenses	L	(166)	(209)	(209)	(207)	2	
Supplies & Services	L	(448)	(372)	(402)	(369)	3	
Supplies & Services	C	(106)	-	(4)	-	-	
Unidentified Savings	L	-	31	-	-	(31)	
Transfer to Reserves	L	(298)	-	-	-	-	
Transfer to Reserves	C	(82)	-	-	-	-	
Capital Charges- Depreciation	C	(469)	(455)	(461)	(461)	(6)	
<b>Total Expenditure</b>		<b>(5,864)</b>	<b>(5,747)</b>	<b>(6,080)</b>	<b>(5,363)</b>	<b>384</b>	
<b>INCOME</b>							
Government Grants	L	176	444	326	257	(187)	c)
Other Grants, Reimbursements and Contributions	L	21	3	3	3	-	
Other Grants, Reimbursements and Contributions	C	67	-	-	-	-	
Customer, Client Receipts	L	1,238	1,617	1,717	1,731	114	d)
Customer, Client Receipts	C	2	-	-	-	-	
Investment Income	C	6	18	18	18	-	
Transfer from Reserves	L	48	-	-	-	-	
Transfer from Reserves	C	15	-	-	-	-	
Recharges to Capital Projects	L	10	-	-	-	-	
<b>Total Income</b>		<b>1,583</b>	<b>2,082</b>	<b>2,064</b>	<b>2,009</b>	<b>(73)</b>	
<b>TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES</b>		<b>(4,281)</b>	<b>(3,665)</b>	<b>(4,016)</b>	<b>(3,354)</b>	<b>311</b>	
<b>SUPPORT SERVICES</b>							
Central Support		(937)	(851)	(876)	(811)	40	
Recharges within Fund		(192)	(212)	(239)	(222)	(10)	
Recharge across Fund		14	(11)	(17)	(17)	(6)	
<b>Total Support Services</b>		<b>(1,115)</b>	<b>(1,074)</b>	<b>(1,132)</b>	<b>(1,050)</b>	<b>24</b>	
<b>TOTAL NET (EXPENDITURE)</b>		<b>(5,396)</b>	<b>(4,739)</b>	<b>(5,148)</b>	<b>(4,404)</b>	<b>335</b>	

- a) The £89,000 reduction in premises related expenditure is due to a reduction in Countryside Stewardship Scheme (CSS) grant related expenditure.
- b) The £344,000 reduction in Cyclical Works is explained in paragraph 12.
- c) The reduction of £187,000 in Government Grant is due to the transition to the new 10 YR CSS scheme.
- d) The £114,000 increase in Customer & Client Receipts is mainly due to a £150,000 increase in expected car park income .



## Appendix 1 (The Commons)

Table 1							
Analysis of Service Expenditure	Local or Central Risk	Actual 2020-21 £'000	Original Budget 2021-22 £'000	Latest Approved Budget 2021-22 £'000	Original Budget 2022-23 £'000	Movement 21-22OR to 22-23OR £'000	Paragraph Reference
<b>EXPENDITURE</b>							
Employees	L	(1,364)	(1,469)	(1,478)	(1,522)	(53)	a)
Employees	C	(28)	-	(25)	-	-	
Premises Related Expenses	L	(449)	(262)	(366)	(267)	(5)	
Premises Related Expenses	C	(143)	-	-	-	-	
City Surveyor's Local Risk inc cleaning	L	(219)	(180)	(154)	(154)	26	
Cyclical Works Programme	L	(133)	(226)	(287)	(6)	220	b)
Transport Related Expenses	L	(45)	(13)	(51)	(37)	(24)	
Supplies & Services	L	(271)	(171)	(133)	(155)	16	
Supplies & Services	C	(27)	-	-	-	-	
Third Party Payments	L	-	(1)	(1)	(1)	-	
Transfer to Reserves – Livestock	L	(52)	-	-	-	-	
Unidentified savings	L	-	13	13	72	59	c)
Capital Charges- Depreciation	C	(34)	(24)	(45)	(45)	(21)	
<b>Total Expenditure</b>		<b>(2,765)</b>	<b>(2,333)</b>	<b>(2,527)</b>	<b>(2,115)</b>	<b>218</b>	
<b>49INCOME</b>							
Government Grants	L	166	131	131	149	18	
Other Grants, Reimbursements and Contributions	L	17	4	4	4	-	
Other Grants, Reimbursements and Contributions	C	89	-	-	-	-	
Customer, Client Receipts	L	272	385	385	350	(35)	
Investment Income	L	1	-	-	-	-	
Transfer from Reserves - Capital	L	54	-	10	-	-	
<b>Total Income</b>		<b>599</b>	<b>520</b>	<b>530</b>	<b>503</b>	<b>(17)</b>	
<b>TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES</b>		<b>(2,166)</b>	<b>(1,813)</b>	<b>(1,997)</b>	<b>(1,612)</b>	<b>201</b>	
<b>SUPPORT SERVICES</b>							
Central Support		(329)	(285)	(296)	(265)	20	
Recharges within Fund		(36)	(51)	(65)	(59)	(8)	
<b>Total Support Services</b>		<b>(365)</b>	<b>(336)</b>	<b>(361)</b>	<b>(324)</b>	<b>12</b>	
<b>TOTAL NET (EXPENDITURE)</b>		<b>(2,531)</b>	<b>(2,149)</b>	<b>(2,358)</b>	<b>(1,936)</b>	<b>213</b>	

a) The £53,000 increase is mainly due to a provision for pay increases at 1.525% for grades A-C, a 1.25% increase to National Insurance Contributions (NIC) from April 2022, and incremental progression.

b) The £220,000 reduction in the Cyclical Works Programme is explained in paragraph 12.

c) Unidentified savings – further savings required to achieve the allocated budget, but which have not yet been finalised.

## **Appendix 2 (Epping Forest)**

### **Capital Project Bids for 2022/23**

#### **Epping Forest COVID-19 Path Restoration Project - £250,000**

Status – Green – Recommended for approval

## **Appendix 2 (The Commons)**

### **Capital Project Bids for 2022/23**

#### **Burnham Beeches dam and outflow repairs – Middle Pond - £82,000**

Status – Green – Recommended for approval



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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park	1 December 2021
<b>Subject:</b> Departmental and Service Committee Budget Estimates 2022/23	<b>Public</b>
<b>Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,8,9,10,11 & 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of funding?</b>	N/A
<b>Has the funding source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> The Chamberlain Executive Director Environment	<b>For Decision</b>
<b>Report Author:</b> Beatrix Jako, Chamberlain's Department	

### Summary

This report presents for approval the budget estimates for the Hampstead Heath, Highgate Wood and Queen's Park Committee for 2022/23, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

The proposed budget for 2022/23 has been prepared within the resources allocated to the Executive Director by Resource Allocation Sub Committee in October 2021, including an inflation increase of 2% balanced by an efficiency saving of 2%.

Summary of Table 1 (Includes Local Risk, Central Risk, and Recharges/Support Services)	Original Budget (OR)	Latest Approved Budget	Original Budget (OR)	Movement
	2021/22 £000	2021/22 £000	2022/23 £000	2021/22 OR to 2022/23 OR £000
Net Local Risk	(4,595)	(4,623)	(4,679)	(84)
Net City Surveyor	(413)	(468)	(468)	(55)
Net CWP	(740)	(792)	(146)	594
Net Central Risk	1,097	1,028	1,490	393

Support Services	(1,445)	(1,503)	(1,375)	70
<b>Total Net Expenditure</b>	<b>(6,096)</b>	<b>(6,358)</b>	<b>(5,178)</b>	<b>918</b>

Overall, the provisional Original Budget for 2022/23 totals £5.178M, a decrease of £0.918M compared with the Original 2021/22 Budget.

There is a reduction in the Cyclical Works Programme (CWP) of £594,000 however, Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. A separate bid for new CWP works in 2022/23 has not been included in this report, as it has yet to be considered by Corporate Asset sub-committee and Resource Allocation sub-committee to agree the funding. Once both sub-committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

In addition, there was an increase in the Central Risk budget credit due to a new basis for calculating the budget for the maximum contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust under the transfer order (see paragraph 13).

### **Recommendation**

Members are asked to:

- i) review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's proposed revenue budget for 2022/23 for submission to Finance Committee,
- ii) review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's capital and supplementary revenue projects budgets for 2022/23 for submission to Finance Committee,
- iii) authorise the Chamberlain in consultation with the Executive Director Environment to revise these budgets to allow for any further implications arising from Corporate Projects, the Target Operating Model, and changes to the Cyclical Works Programme following the funding decision on bids for works in 2022/23,
- iv) agree that minor amendments for 2021/22 and 2022/23 from changes to recharges arising during budget setting be delegated to the Chamberlain.

## **Main Report**

### **Introduction**

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Hampstead Heath, Highgate Wood and Queen's Park which are funded from City's Cash.
2. This report sets out the proposed budgets for 2022/23 for these areas. The Revenue Budget management arrangements are to:
  - Provide a clear distinction between local risk, central risk, and recharge budgets.
  - Place responsibility for budgetary control on departmental Chief Officers.
  - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the original budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.
5. The overall 2022/23 budget for Hampstead Heath, Highgate Wood and Queen's Park which includes the Executive Director Environment's Local Risk, City Surveyor's Local Risk, Central Risk, and Recharges/Support Services is £5.178M, a decrease of £0.918M when compared with the 2021/22 Original Budget.

### **Business Planning Priorities for 2022/23**

6. The Open Spaces, Environment Department business priorities for the forthcoming year have been set out in the 2022/23 business plan report which will be presented to the Open Spaces and City Gardens Committee on 7 December 2021 for approval.

### **Proposed revenue budget for 2022/23**

7. This report presents, in Table 1 at Appendix 1, the budget estimates for 2022/23 for the Hampstead Heath, Highgate Wood and Queen's Park Committee analysed between:
  - Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer's control.
  - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).

- Support Services – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
8. The provisional 2022/23 budgets, under the control of the Executive Director Environment being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets.
9. For 2022/23 budgets include;
- Pay increases at 1.525% for grades A-C
  - 1.25% increase to National Insurance Contributions (NIC) from April 2022
  - 2% uplift for inflation offset by 2% efficiency savings (a flat cash position)
  - Previously agreed fundamental review savings of £5k
10. Income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50,000) have been commented on and are referenced in the relevant table.
11. Analysis of the movement in staff related costs are shown in Table 2 below. Staffing levels have remained stable between 2021/22 and 2022/23 budgets.

Table 2 - Staffing statement	Original Budget		Latest Approved Budget		Original Budget	
	2021/22		2021/22		2022/23	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Hampstead Heath	114.13	(5,284)	114.13	(5,445)*	114.13	(5,331)
Queen's Park	11.45	(489)	11.45	(492)	11.45	(506)



Highgate Wood	6.20	(342)	6.20	(430)*	6.20	(330)
<b>TOTAL</b>	<b>131.78</b>	<b>(6,115)</b>	<b>131.78</b>	<b>(6,367)</b>	<b>131.78</b>	<b>(6,167)</b>

\* The 2021/22 latest approved budget (central risk) includes £221,000 costs in total relating to the flexible retirement pension strain costs.

12. Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. The separate bid for CWP works in 2022/23 has not been included in this report, as it is to be considered by Corporate Asset sub-committee in November, and then subsequently by Resource Allocation sub-committee to agree the funding. Once both sub-committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

<b>TABLE 3 – CYCLICAL WORKS PROGRAMME &amp; CITY SURVEYOR LOCAL RISK</b>				
<b>Repairs and Maintenance (including cleaning)</b>		<b>Original Budget 2021/22 £'000</b>	<b>Latest Approved Budget 2021/22 £'000</b>	<b>Original Budget 2022/23 £'000</b>
<b>Cyclical Works Programme</b>				
Hampstead Heath		(665)	(684)	(146)
Queen's Park		-	(42)	-
Highgate Wood		(75)	(66)	-
		<b>(740)</b>	<b>(792)</b>	<b>(146)</b>
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing – City Surveyor Local Risk)</b>				
Hampstead Heath		(306)	(352)	(352)
Queen's Park		(45)	(48)	(48)
Highgate Wood		(39)	(48)	(48)
		<b>(390)</b>	<b>(448)</b>	<b>(448)</b>
<b>Cleaning (City Surveyor Local Risk)</b>				
Hampstead Heath		(23)	(20)	(20)
		<b>(23)</b>	<b>(20)</b>	<b>(20)</b>
<b>Total Cyclical Works Programme &amp; City Surveyor</b>		<b>(1,153)</b>	<b>(1,260)</b>	<b>(614)</b>

13. There was an increase in the 2022/23 Central Risk budget credit due to a new basis for calculating the budget for the maximum contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust. The reserves policy of the Trust

is that the original Hampstead Heath Trust Fund endowment of £15 million (now worth £32.5 million) should produce income to cover a proportion of the running costs of the Hampstead Heath. The maximum contribution is set out in the Transfer order (The London Government Reorganisation Hampstead Heath Order 1989) and is subject to a triennial review. 2022/23 is the first year and therefore the contribution is equal to the amount of the income accrued to the Trust Fund in the preceding financial year 2020/21: £1,557,637 multiplied by the change in the Average Earnings Index between April 2020 and April 2021.

### **Potential Further Budget Developments**

14. The provisional nature of the 2022/23 revenue budget recognises that further revisions may be required, including in relation to:

- Decisions on funding of new bids for 2022/23 by the Cyclical Works Programme by the Corporate Asset Sub-Committee and the Resource Allocation Sub-Committee.
- Budget adjustments to align with the Target Operating Model.

### **Revenue Budget 2021/22**

15. The 2021/22 latest approved budget includes £31,000 to fund pay increases at 1.525% for grades A-C, an allocation of £3,000 from the Directorate to fund various projects, and £6,000 release of Local Risk funding for Redevelopment of Hampstead Heath Adventure Playground capital scheme. The forecast outturn for the current year is in line with the latest approved budget of £6.358M. Movement of the 2021/22 Original Budget to the 2021/22 Latest Approved Budget can be found in Appendix 4.

## **Draft Capital and Supplementary Revenue Budgets**

16. The latest estimated costs of the Committee's current approved capital and supplementary revenue projects are summarised in the Table below:

Service Managed	Project	Exp. Pre 01/04/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
	<b><u>Authority to start work granted</u></b>						
Hampstead Heath	East Heath Car Park Resurfacing	20	387	-	-	-	407
Hampstead Heath	Redevelopment of two Play Areas	65	48	-	-	-	113
Hampstead Heath	Mixed Pond Rewire	-	120	-	-	-	120
<b>TOTAL HAMPSTEAD HEATH</b>		<b>85</b>	<b>555</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>640</b>

17. These schemes are all expected to be completed in the current financial year.

18. Progression of any other schemes in the pipeline is subject to confirmation of central funding via the annual capital bid process and gateway approvals. Please see Appendix 3 for details of the bids put forward.

19. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2022.

## **Corporate & Strategic Implications**

20. The Department's activity delivers ten of the twelve Corporate Plan outcomes, across all three of the Corporate Plan aims.

### **Contribute to a flourishing society**

1. People are safe and feel safe.
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.
8. We have access to the skills and talent we need.

### **Shape outstanding environments**

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

### **Security Implications**

21. None

### **Public sector equality duty**

22. Should the capital projects be approved for funding it will significantly improve the service and experience provided to our local communities. Where capital funded projects are approved for progress or new policies and strategies developed, we will undertake 'tests of relevance' and where appropriate, Equality Analysis. Our fees and charges are annually benchmarked with neighbouring facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

### **Conclusion**

23. This report presents the Capital and Revenue budget estimates for 2022/23 for the Hampstead Heath, Highgate Wood and Queen's Park Committee for Members to consider and approve.

### **Appendices**

- Appendix 1 – Budget estimates 2022/23 Table 1
- Appendix 2 – Support Services and Capital Charges
- Appendix 3 – Capital Project Bids for 2022/23
- Appendix 4 – Original Local Risk 2021/22 budget to Latest Approved 2021/22 Local Risk Budget
- Appendix 5 – Original 2021/22 Local Risk Budget to Original Local Risk 2022/23 budget

Beatrix Jako

Acting Senior Accountant, Chamberlains Department

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## Appendix 1

TABLE 1 HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK SUMMARY – ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual 2020-21 £'000	Original Budget 2021-22 £'000	Latest Approved Budget 2021-22 £'000	Original Budget 2022-23 £'000	Movement 21-22OR to 22-23OR £'000	Paragraph Reference
<b>EXPENDITURE</b>							
Employees	L	(5,813)	(6,115)	(6,146)	(6,167)	(52)	a)
Employees	C	(147)	-	(221)	-	-	
Premises Related Expenses	L	(489)	(396)	(391)	(464)	(68)	b)
City Surveyor's Local Risk inc cleaning	L	(487)	(413)	(468)	(468)	(55)	
Cyclical Works Programme	L	(883)	(740)	(792)	(146)	594	c)
Transport Related Expenses	L	(239)	(115)	(115)	(115)	-	
Supplies & Services	L	(890)	(484)	(486)	(482)	2	
Supplies & Services	C	(1)	-	-	-	-	
Capital Charges - Depreciation	C	(228)	(251)	(228)	(228)	23	
Transfer to Reserves	L	(1)	-	-	-	-	
Unidentified Savings	L	-	217	-	26	(191)	d)
<b>Total Expenditure</b>		<b>(9,178)</b>	<b>(8,297)</b>	<b>(8,847)</b>	<b>(8,044)</b>	<b>253</b>	
<b>INCOME</b>							
Other Grants, Reimbursements and Contributions	L	124	13	13	26	13	
Customer, Client Receipts	L	1,727	2,285	2,502	2,497	212	e)
Investment Income	C	1,368	1,348	1,477	1,718	370	f)
<b>Total Income</b>		<b>3,219</b>	<b>3,646</b>	<b>3,992</b>	<b>4,241</b>	<b>595</b>	
<b>TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES</b>		<b>(5,959)</b>	<b>(4,651)</b>	<b>(4,855)</b>	<b>(3,803)</b>	<b>848</b>	
<b>SUPPORT SERVICES</b>							
Central Support		(1,220)	(1,113)	(1,117)	(1,019)	94	*
Recharges within Fund		(286)	(315)	(369)	(339)	(24)	
Recharges across Fund		(7)	(17)	(17)	(17)	-	
<b>Total Support Services</b>		<b>(1,513)</b>	<b>(1,445)</b>	<b>(1,503)</b>	<b>(1,375)</b>	<b>70</b>	
<b>TOTAL NET (EXPENDITURE)</b>		<b>(7,472)</b>	<b>(6,096)</b>	<b>(6,358)</b>	<b>(5,178)</b>	<b>918</b>	

\*This is made up of smaller (under £50,000) increases and decreases in Central Support.

a) The £52,000 increase is mainly due to a provision for pay increases at 1.525% for grades A-C, a 1.25% increase to National Insurance Contributions (NIC) from April 2022, and incremental progression.

b) A £68,000 increase in premises related expenditure is mainly due to an increase in refuse collection costs due to growing number of visitors, an

increase in grounds maintenance costs to deliver the Annual Work Plan, and adjustments of council tax costs.

- c) The £594,000 reduction in Cyclical Works Programme is explained in paragraph 12.
- d) Most of the unidentified savings in the 2020/21 Original budget have now been identified by adjustments which have resulted in savings being made and therefore the unidentified element has decreased.
- e) The £212,000 increase in customer and client receipts is mainly due to a number of income budgets being uplifted to reflect income collection levels; these include fees and charges and income generated from the use of facilities.
- f) The £370,000 increase in Investment Income (central risk) due to a new basis for calculating the budget for the maximum contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust under the transfer order (see paragraph 13).

## Appendix 2

Support Services to/from Hampstead Heath, Queen's Park & Highgate Woods Committee	Actual 2020-21 £'000	Original Budget 2021-22 £'000	Latest Approved Budget 2021-22 £'000	Original Budget 2022-23 £'000	Movement 2021-22OR to 2022-23OR £'000	Paragraph Reference
<b><u>Support Services</u></b>						
<b>Central Recharges-</b>						
City Surveyor's Employee Recharge	(257)	(277)	(259)	(259)	18	
Insurance	(101)	(105)	(105)	(105)	-	
I.S.Recharges - Chamberlain	(356)	(256)	(281)	(215)	41	
<b>Support Services-</b>						
Chamberlain (inc CLPS recharges)	(177)	(141)	(135)	(125)	16	
Comptroller and City Solicitor	-	-	-	-	-	
Town Clerk	(243)	(220)	(222)	(207)	13	
City Surveyor	(86)	(114)	(115)	(108)	6	
<b>Total Support Services</b>	<b>(1,220)</b>	<b>(1,113)</b>	<b>(1,117)</b>	<b>(1,019)</b>	<b>94</b>	<b>*</b>
<b><u>Recharges Within Fund</u></b>						
<b>Directorate Recharges</b>	<b>(247)</b>	<b>(268)</b>	<b>(321)</b>	<b>(291)</b>	<b>(23)</b>	
<b>Learning Recharges</b>	<b>(197)</b>	<b>(207)</b>	<b>(208)</b>	<b>(208)</b>	<b>(1)</b>	
<b>Corporate and Democratic Core</b>	<b>158</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>-</b>	
<b>Total Recharges Within Fund</b>	<b>(286)</b>	<b>(315)</b>	<b>(369)</b>	<b>(339)</b>	<b>(24)</b>	
<b>Total Recharges Across Fund – Reservoir Inspections</b>	<b>(7)</b>	<b>(17)</b>	<b>(17)</b>	<b>(17)</b>	<b>-</b>	
<b>Total Support Services</b>	<b>(1,513)</b>	<b>(1,445)</b>	<b>(1,503)</b>	<b>(1,375)</b>	<b>70</b>	

\*This is made up of smaller (under £50,000) decreases in Support Services.

## Appendix 3

### Capital Project Bids for 2022/23

#### **Project – Parliament Hill Athletics Track Resurfacing £2,000,000**

Status – Green – Recommended for approval

#### **Project – Redevelopment of Queen’s Park Play Area and Sandpit £55,000**

Status – Green – Recommended for approval

## Appendix 4

### **Movement from the 2021/22 Original Budget to the 2021/22 Latest Approved Budget**

<b>Hampstead Heath, Highgate Wood and Queen’s Park</b>	<b>£000</b>
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(5,008)</b>
<b>Executive Director Environment</b>	
Pay increases at 1.525% for grades A-C	(31)
Allocation from the Directorate to fund various projects	(3)
Release of Local Risk funding for Redevelopment of Hampstead Heath Adventure Playground capital scheme	6
<b>City Surveyor</b>	
Planned & Reactive Works including Cleaning	(55)
<b>Latest Approved Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(5,091)</b>



## Appendix 5

### Movement from the 2021/22 Original Budget to the 2022/23 Original Budget

<b>Hampstead Heath, Highgate Wood and Queen's Park</b>	<b>£000</b>
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(5,008)</b>
<b>Executive Director Environment</b>	
Pay increases at 1.525% for grades A-C	(31)
1.25% increase to National Insurance Contributions (NIC) from April 2022	(58)
Fundamental review savings due in 2022/23	5
2% inflation uplift	(91)
2% efficiency saving	91
<b>City Surveyor</b>	
Planned & Reactive Works including Cleaning	(55)
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(5,147)</b>

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<b>Committee(s)</b>	<b>Dated:</b>
West Ham Park	7 December 2021
<b>Subject:</b> Departmental and Service Committee Budget Estimates 2022/23	<b>Public</b>
<b>Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,8,9,10,11 & 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of funding?</b>	N/A
<b>Has the funding source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> The Chamberlain Executive Director Environment	<b>For Decision</b>
<b>Report Author:</b> Beatrix Jako, Chamberlain's Department	

### Summary

This report presents for approval the budget estimates for the West Ham Park Committee for 2022/23, for subsequent submission to the Finance Committee.

The proposed budget for 2022/23 has been prepared within the resources allocated to the Executive Director by Resource Allocation Sub Committee in October 2021, including an inflation increase of 2% balanced by an efficiency saving of 2%.

Summary of Table 1 (Includes Local Risk, Central Risk, and Support Services/Recharges)	Original Budget (OR)	Latest Approved Budget	Original Budget (OR)	Movement
	2021/22 £000	2021/22 £000	2022/23 £000	2021/22 OR to 2022/23 OR £000
Net Local Risk	(625)	(695)	(636)	(11)
Net City Surveyor	(73)	(65)	(65)	8
Net Cyclical Works Programme	(151)	(77)	-	151
Net Central Risk	(9)	(9)	(9)	-
Support Services and Recharges	(274)	(306)	(288)	(14)

<b>Total Net Expenditure</b>	(1,132)	(1,152)	(998)	134

Overall, the provisional original budget for 2022/23 totals £998,000, a decrease of £134,000 compared with the 2021/22 original budget.

Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. The separate bid for CWP works in 2022/23 has not been included in this report, as it is to be considered by Corporate Asset Sub-Committee in November, and then subsequently by Resource Allocation Sub-Committee to agree the funding. Once both Sub-Committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

### **Recommendation**

Members are asked to:

- i) review and approve the West Ham Park Committee's proposed revenue budget for 2022/23 for submission to Finance Committee,
- ii) review and approve the West Ham Park Committee's capital and supplementary revenue projects budgets for 2022/23 for submission to Finance Committee,
- iii) authorise the Chamberlain in consultation with the Executive Director Environment to revise these budgets to allow for any further implications arising from Corporate Projects, the Target Operating Model, and changes to the Cyclical Works Programme following the funding decision on bids for works in 2022/23,
- iv) agree that minor amendments for 2021/22 and 2022/23 from changes to recharges arising during budget setting be delegated to the Chamberlain.

### **Main Report**

#### **Introduction**

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes West Ham Park which is a registered charity and is funded from City's Cash and run at no cost to the community that it serves.
2. This report sets out the proposed budgets for 2022/23 for these areas. The Revenue Budget management arrangements are to:

- Provide a clear distinction between local risk, central risk, and recharge budgets.
  - Place responsibility for budgetary control on departmental Chief Officers.
  - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the original budget for the current year.
  4. The report also compares the current year's budget with the forecast outturn.
  5. The overall 2022/23 budget for West Ham Park which includes the Executive Director Environment's Local Risk, City Surveyor's Local Risk, Central Risk, and Recharges/Support Services is £0.998M, a decrease of £0.134M when compared with the 2021/22 Original Budget.

### **Business Planning Priorities for 2022/23**

6. The Open Spaces, Environment Department business priorities for the forthcoming year have been set out in the 2022/23 business plan report which will be presented to the Open Spaces and City Gardens Committee on 7 December 2021 for approval.

### **Proposed Revenue Budget for 2022/23**

7. This report presents in Table 1 at Appendix 1, the budget estimates for 2022/23 for the West Ham Park Committee analysed between:
  - Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer's control.
  - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside his/her control or are budgets of a corporate nature (e.g. interest on cash balances and rent incomes from investment properties).
  - Support Services – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
8. The provisional 2022/23 budgets, under the control of the Executive Director Environment being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets.
9. For 2022/23 budgets include;
  - Pay increases at 1.525% for grades A-C

- 1.25% increase to National Insurance Contributions (NIC) from April 2022
- 2% uplift for inflation offset by 2% efficiency savings (a flat cash position)

10. Income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50,000) have been commented on and are referenced in the relevant table.

11. Analysis of the movement in staff related costs are shown in Table 2 below. Staffing levels have remained stable between 2021/22 and 2022/23 budgets.

Table 2 - Staffing statement	Original Budget		Latest Approved Budget		Original Budget	
	2021/22		2021/22		2022/23	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
West Ham Park	17.41	(735)	17.5	(739)	17.5	(738)
<b>TOTAL</b>	<b>17.41</b>	<b>(735)</b>	<b>17.5</b>	<b>(739)</b>	<b>17.5</b>	<b>(738)</b>

12. Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. The separate bid for CWP works in 2022/23 has not been included in this report, as it is to be considered by Corporate Asset Sub-Committee in November, and then subsequently by Resource Allocation Sub-Committee to agree the funding. Once both Sub-Committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

<b>TABLE 3 – CYCLICAL WORKS PROGRAMME &amp; CITY SURVEYOR LOCAL RISK</b>	<b>Original Budget 2021/22</b>	<b>Latest Approved Budget 2021/22</b>	<b>Original Budget 2022/23</b>
<b>Repairs and Maintenance (including cleaning)</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Cyclical Works Programme</b>			
West Ham Park	(151)	(77)	-
	(151)	(77)	-
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing – City Surveyor Local Risk)</b>			
West Ham Park	(69)	(61)	(61)
	(69)	(61)	(61)
<b>Cleaning (City Surveyor Local Risk)</b>			
West Ham Park	(4)	(4)	(4)
	(4)	(4)	(4)
<b>Total Cyclical Works Programme &amp; City Surveyor</b>	<b>(224)</b>	<b>(142)</b>	<b>(65)</b>

### Potential Further Budget Developments

13. The provisional nature of the 2022/23 revenue budget recognises that further revisions may be required, including in relation to:

- Decisions on funding of new bids for 2022/23 by the Cyclical Works Programme by the Corporate Asset Sub-Committee and the Resource Allocation Sub-Committee.
- Budget adjustments to align with the Target Operating Model.

### Revenue Budget 2021/22

14. The 2021/22 latest approved budget includes £4,000 to fund pay increases at 1.525% for grades A-C, an allocation of £1,000 from the Directorate to fund various projects and agreed carry forwards of £65,000 from 2020/21 to replace existing road sweeper that is end of life and is not ULEZ compliant. The forecast outturn for the current year is in line with the latest approved budget of £1.152M. Movement of the 2021/22 Original Budget to the 2021/22 Latest Approved Budget can be found in Appendix 3.

## **Draft Capital and Supplementary Revenue Budgets**

15. The latest estimated costs of the Committee's current approved capital and supplementary revenue projects are summarised in the table below.

<b>Service Managed</b>	<b>Project</b>	<b>Exp. Pre 01/04/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>Later Years £'000</b>	<b>Total £'000</b>
	<b><u>Authority to Start Work</u></b>						
West Ham Park	West Ham Park Playground	(50)	(958)	-	-	-	(1,008)
	<b><u>Disposal Costs</u></b>						
	West Ham Park Nursery	(142)	(195)	-	-	-	(337)
<b>TOTAL WEST HAM PARK</b>		<b>(192)</b>	<b>(1,153)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,345)</b>

16. Authority to start work on the West Ham Park Playground project has recently been granted, with the works expected to be completed by the end of March 2022.

17. Disposal costs relating to the Nursery site include marketing, surveys and continued consultation with the Charity Commission and other stakeholders.

18. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2022.

## **Corporate & Strategic Implications**

19. The Department's activity delivers ten of the twelve Corporate Plan outcomes, across all three of the Corporate Plan aims.

### **Contribute to a flourishing society**

1. People are safe and feel safe.
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.
6. We have access to the skills and talent we need.

### **Shape outstanding environments**

7. We are digitally and physically well-connected and responsive.



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

### **Security Implications**

20. None

### **Public sector equality duty**

21. Should the capital projects be approved for funding it will significantly improve the service and experience provided to our local communities. Where capital funded projects are approved for progress or new policies and strategies developed, we will undertake 'tests of relevance' and where appropriate, Equality Analysis. Our fees and charges are annually benchmarked with neighbouring facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

### **Conclusion**

22. This report presents the Capital and Revenue budget estimates for 2022/23 for the West Ham Park Committee for Members to consider and approve.

### **Appendices**

- Appendix 1 – Budget Estimates 2022/23 Table 1
- Appendix 2 – Support Services
- Appendix 3 – Original Local Risk 2021/22 budget to Latest Approved 2021/22 Local Risk Budget
- Appendix 4 – Original 2021/22 Local Risk Budget to Original Local Risk 2022/23 budget

Beatrix Jako  
Acting Senior Accountant, Chamberlain's Department  
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## Appendix 1

TABLE 1 WEST HAM PARK COMMITTEE SUMMARY – ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual  2020-21 £'000	Original Budget 2021-22 £'000	Latest Approved Budget 2021-22 £'000	Original Budget 2022-23 £'000	Movement 21-22OR to 22-23OR £'000	Paragraph Reference
<b>EXPENDITURE</b>							
Employees	L	(733)	(735)	(739)	(738)	(3)	
Premises Related Expenses	L	(42)	(47)	(47)	(52)	(5)	
Premises Related Expenses	C	(68)	-	-	-		
City Surveyor's Local Risk inc cleaning	L	(106)	(73)	(65)	(65)	8	
Cyclical Works Programme	L	(90)	(151)	(77)	-	151	a)
Transport Related Expenses	L	(18)	(16)	(16)	(17)	(1)	
Supplies & Services	L	(252)	(135)	(200)	(135)	-	
Third Party Payments	L	(22)	(13)	(14)	(15)	(2)	
Capital Charges	C	(10)	(10)	(10)	(10)	-	
<b>Total Expenditure</b>		<b>(1,341)</b>	<b>(1,180)</b>	<b>(1,168)</b>	<b>(1,032)</b>	<b>148</b>	
<b>INCOME</b>							
Other Grants, Reimbursements and Contributions	L	25	-	-	-	-	
Customer, Client Receipts	L	340	321	321	321	-	
Investment Income	C	1	1	1	1	-	
<b>Total Income</b>		<b>366</b>	<b>322</b>	<b>322</b>	<b>322</b>	<b>-</b>	
<b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND RECHARGES</b>		<b>(975)</b>	<b>(858)</b>	<b>(846)</b>	<b>(710)</b>	<b>148</b>	
<b>SUPPORT SERVICES AND RECHARGES</b>							
Central Support		(212)	(174)	(197)	(180)	(6)	
<b>Recharges within Fund</b>							
Directorate Recharges		(35)	(35)	(44)	(40)	(5)	
Learning Recharges		(66)	(72)	(72)	(75)	(3)	
Corporate and Democratic Core		7	7	7	7	-	
<b>Total Support Services and Recharges</b>		<b>(306)</b>	<b>(274)</b>	<b>(306)</b>	<b>(288)</b>	<b>(14)</b>	
<b>TOTAL NET EXPENDITURE</b>		<b>(1,281)</b>	<b>(1,132)</b>	<b>(1,152)</b>	<b>(998)</b>	<b>134</b>	

a) The reduction of £151,000 in the Cyclical Works Programme is explained in paragraph 12.

## Appendix 2

Support Services/Recharges from/to West Ham Park Committee	Actual 2020-21  £'000	Original Budget 2021-22  £'000	Latest Approved Budget 2021-22  £'000	Original Budget 2022-23  £'000	Movement 2021-22OR to 2022-23OR £'000	Paragraph Reference
<b><u>Support Services</u></b>						
<b>Central Recharges-</b>						
City Surveyor's Employee Recharge	(39)	(38)	(39)	(39)	(1)	
Insurance	(17)	(19)	(19)	(19)	-	
I.S.Recharges - Chamberlain	(47)	(32)	(37)	(28)	4	
<b>Support Services-</b>						
Chamberlain (inc CLPS recharges)	(44)	(35)	(40)	(36)	(1)	
Town Clerk	(26)	(23)	(25)	(23)	-	
City Surveyor	(39)	(27)	(37)	(35)	(8)	
<b>Total Support Services</b>	<b>(212)</b>	<b>(174)</b>	<b>(197)</b>	<b>(180)</b>	<b>(6)</b>	
<b><u>Recharges Within Fund</u></b>						
<b>Directorate Recharges</b>	(35)	(35)	(44)	(40)	(5)	
<b>Learning Recharges</b>	(66)	(72)	(72)	(75)	(3)	
<b>Corporate and Democratic Core</b>	7	7	7	7	-	
<b>Total Recharges Within Fund</b>	<b>(94)</b>	<b>(100)</b>	<b>(109)</b>	<b>(108)</b>	<b>(8)</b>	
<b>Total Support Services</b>	<b>(306)</b>	<b>(274)</b>	<b>(306)</b>	<b>(288)</b>	<b>(14)</b>	

### Appendix 3

#### Movement from the 2021/22 Original Budget to the 2021/22 Latest Approved Budget

<b>West Ham Park</b>	<b>£000</b>
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(698)</b>
<b>Executive Director Environment</b>	
Pay increases at 1.525% for grades A-C	(4)
Allocation from the Directorate to fund various projects	(1)
Agreed carry forwards from 2020/21 to replace existing road sweeper that is end of life and is not ULEZ compliant	(65)
<b>City Surveyor</b>	
Planned & Reactive Works including Cleaning	8
<b>Latest Approved Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(760)</b>

## Appendix 4

### Movement from the 2021/22 Original Budget to the 2022/23 Original Budget

<b>West Ham Park</b>	<b>£000</b>
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(698)</b>
<b>Executive Director Environment</b>	
2% inflation uplift	(13)
2% efficiency saving	13
Pay increases at 1.525% for grades A-C	(4)
1.25% increase to National Insurance Contributions (NIC) from April 2022	(7)
<b>City Surveyor</b>	
Planned & Reactive Works including Cleaning	8
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(701)</b>

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<b>Committee:</b>	<b>Date:</b>
<b>Open Spaces and City Gardens Committee – For decision</b>	7 December 2021
West Ham Park Committee – For information	7 December 2021
Epping Forest & Commons Committee – For information	17 January 2022
Hampstead Heath, Highgate Wood and Queen's Park Committee – For information	9 February 2022
<b>Subject:</b>	<b>Public</b>
Open Spaces Business Plan for 2022/23	
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8, 10, 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
<b>Report of:</b> Juliemma McLoughlin, Executive Director Environment	
<b>Report author:</b> Gerry Kiefer, Open Spaces Directorate Business Manager, Environment Department	

## Summary

This report presents for approval the high-level Business Plan for the current Open Spaces divisions within the Environment Department, for 2022/23. The Plan identifies five key areas of work for the forthcoming year and shows how open spaces contributes to the delivery of the Corporate Plan and priority corporate strategies. The report also attaches as appendix 2, the additional key areas of work for the various open spaces divisions. During 2022 an Environment Department Business Plan and performance measures will be developed.

## Recommendation

The **Open Spaces and City Gardens Committee** is recommended to:

- Approve, subject to the incorporation of any changes sought by this Committee, the high-level Business Plan for Open Spaces, Environment Department for 2022/23 attached as Appendix 1.

West Ham Park Committee, Epping Forest and the Commons Committee, Hampstead Heath, Highgate Woods and Queens Park Committee are asked to:

- note this report

## Main Report

### Background

1. Officers have been advised to present Business Plans for 2022/23 based on former departmental structures. For 2022-2023 Business Plans, the same templates and approach from 2020-2021 have been adopted
2. Business Planning will be reviewed as part of the Target Operating Model (TOM). Any proposed changes will be shared and agreed prior to implementation in future planning cycles.

### Current Position

3. The new Environment Department which brings together Open Spaces, Built Environment and Port Health & Public Protection, was formed in August 2021 with the commencement of the Executive Director, Environment.
4. The Environment Department is currently in phase three, 'design and consult' of the TOM, with the intention of progressing through the Design Advisory Board in December 2021 and Committee approval January 2022. As such the new department is not yet in a position to present an Environment Department Business plan and therefore this Committee receives a plan specifically for the Open Spaces within the Environment Department. #
5. An 'all encompassing' Environment Business Plan will be developed during 2022/23 and presented to the relevant Committees for approval.

### Proposal

6. The draft high-level summary Business Plan for the Open Spaces element of the Environment Department is presented at **Appendix 1**.
7. The high-level business plan identifies the 5 main areas of work over the next year for the open spaces. It also details, in **Appendix 2**, the *additional* key areas of work of the different open spaces divisions over the next year whilst we fully integrate into the Environment Department.

### Corporate & Strategic Implications

8. Strategic implications – Strategic priorities and commitments are expressed in Appendix 1, sides 1 and 2.
9. Financial implications – A separate departmental and service budget estimates report will be presented to this Committee on 7 December by the Chamberlains Department. Three capital funding requests are being considered by Policy & Resources Committee on 16 December as part of the annual capital bidding process.
10. Risk implications – Red and Amber risks managed by the department which were agreed by this Committee are included in the Business Plan.



11. Resource implications – Any changes to resources will be identified and proposed as part of the Target Operating Model report which is due to be considered by Establishment Committee on 19 January 2022.
12. Equalities implications – Where we develop new policies, strategies, service provision and capital projects we will undertake ‘tests of relevance’ and where appropriate a full equalities analysis.
13. Climate Implications – Open Spaces is undertaking research and developing projects to identify opportunities for carbon sequestration through land management and innovative working which will contribute to the Climate Action Strategy targets.
14. Security implications – there are no security implications arising from this report

## **Conclusion**

15. This report presents the Open Spaces high-level Business Plan for 2022/23. This plan acts as an interim until an Environment Department Business Plan is produced in 2022. At a local level each division has a number of additional priorities supplementary to the five main actions specified within the Business Plan.

## **Appendices**

- Appendix 1 – Open Spaces Department Draft High-level Business Plan 2022/23
- Appendix 2 – Additional priorities for 2022/23 for
  - City Gardens,
  - West Ham Park,
  - The Commons
  - Epping Forest,
  - North London Open Spaces
  - The Directorate & Learning team

## **Gerry Kiefer**

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## THE CURRENT OPEN SPACES VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

### Our overarching objectives are:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people's lives.
- C. Business practices are responsible and sustainable.

## Our major workstreams this year will be...

1. Implement the approved recommendations of the Target Operating Model report and embed the new Environment Department.
2. Finalise the new open spaces vision and 5-year plan and progress its implementation.
3. Progress the landscaping of Finsbury Circus, access and security improvements at the Heath's swimming facilities, the replacement playground at West Ham Park, and all other RASC approved capital projects.
4. Progress the Carbon removal projects to deliver the open spaces element of the Climate Action Strategy.
5. Actively engage in the review of Chilterns and Surrey Hills Areas Of Outstanding Natural Beauty (AONB) boundaries with potential inclusion of Burnham Beeches and Stoke Common in the former, Ashted Common and South London Downs NNR in the latter.

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

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

## What's changed during 2021

- *Open Spaces are now part of the new Environment Department with a new Executive Director and the retirement of the Director of Open Spaces.*
- *Significant long lasting 'wear and tear' on our sites due to increased visitor numbers during 2020.*
- *More staff adopting a hybrid pattern of work.*
- *Effectiveness of MS Teams has increased efficiency by reducing need for 'travel time' between sites for meetings.*
- *More public realm enhancements installed to encourage workers back to the City with arising changes to working methods to maintain these scattered assets.*
- *Progress of projects has been delayed due to the impacts of COVID and availability of materials.*
- *Online booking and payment continues and reflected by improved visitor experience*
- *Covid and long Covid continues to affect staffing levels*

Plans under consideration	Time Scale
<i>Offices unlikely to return to full capacity– long term use of office accommodation to be considered</i>	2022/23
<i>Visitor attractions, may require re-setting of business models</i>	2021/23
<i>Prioritising high priority select bids for Capital that meet the precise capital funding criteria</i>	2021 onwards



## Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

### Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

### Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

### Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership .....

### Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

### Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

### Sport & Physical Activity Strategy

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

### Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

## Red & Amber Open Spaces Departmental and Corporate Risks

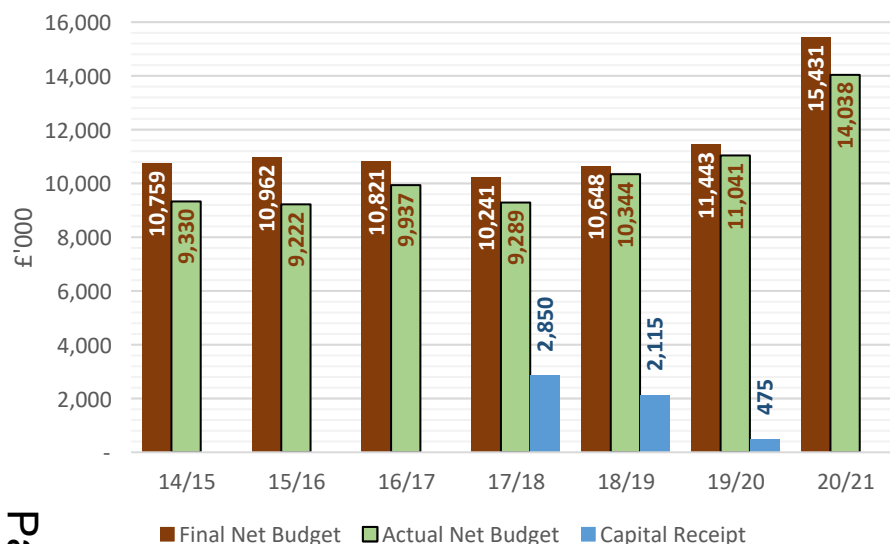
Open Spaces Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Accelerated Long-term Damage to Open Spaces Sites	16
Budget reduction and Income Loss	16
Impact of development	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

	0	4	5	Total = 9
Likely (4)			2	
Possible (3)		1	2	1
Unlikely (2)			1	2
Rare (1)				
	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Impact			

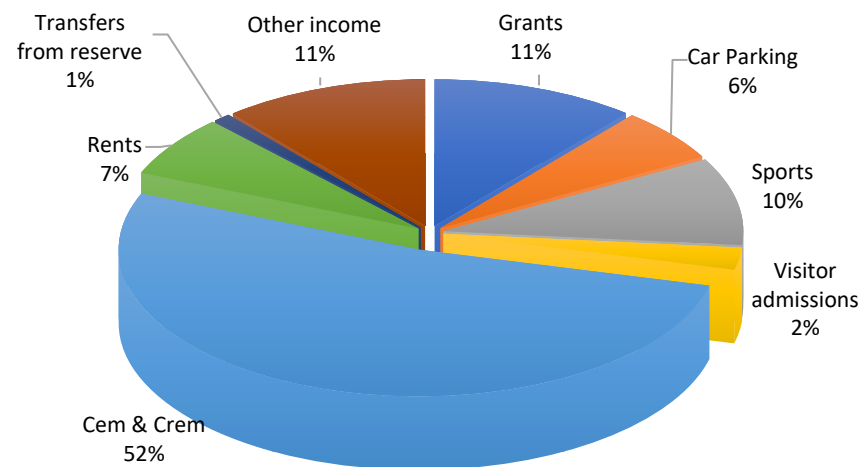
Performance Measures include	2021/22 Performance	2022/23 direction of travel or target
Green Heritage Accreditation	14 Awards	14 Awards
Green Flag Awards	15 Awards	15 Awards
Visits to Departments webpages	698,512 (at end Sept)	Increase above 2021/22 actual
Tennis court usage	42,368 (at end Sept)	Increase above 2021/22 actual
Our environmental footprint	Annual Measure	Reduce below 2021/22 actual
Department Net expenditure	£5.271M At end Sept	Achieve budget
Short term sickness	to date	Maintain
H&S accident investigations	91% to date	Achieve corporate target

## 2020/21 Directors local risk

### Net budget, outturn net position and capital receipts



### Where our income came from in 2020/21



### Completed in 2020/21:

- Cremator replacement project

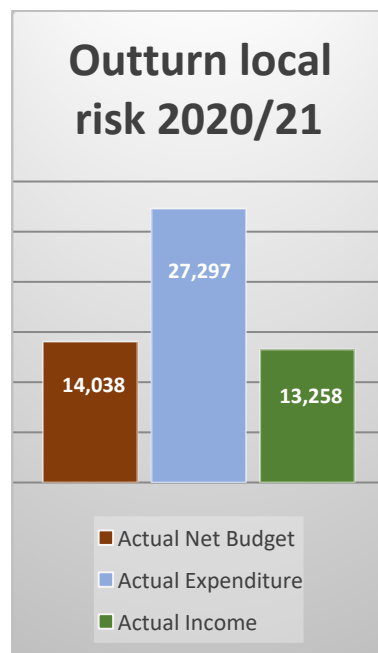
### Live in 2021/22:

- Finsbury Circus
- West Ham Park playground
- Hampstead Heath ponds and lido
- Tower Hill playground
- East Heath car park
- ParkLife
- Carbon Removal (Climate Action Strategy)

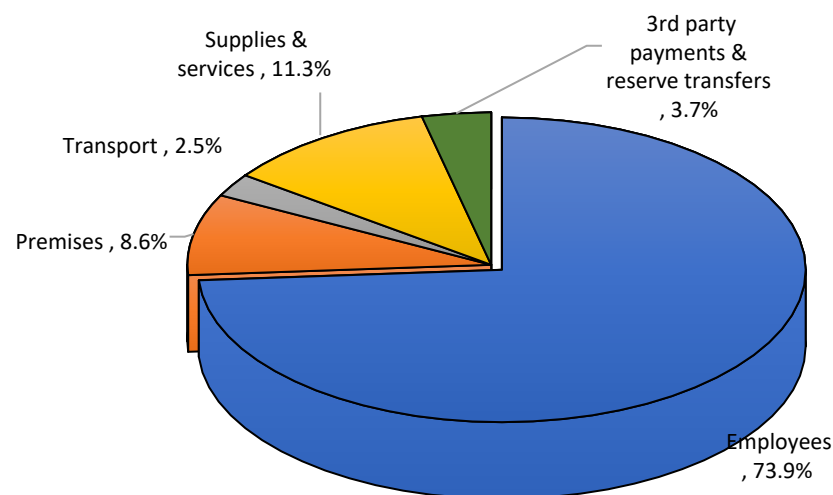
### Requested in Nov 2021/22

- Hampstead Heath athletics track resurfacing
- Epping Forest path restoration
- Queens Park playground and sandpit refurbishment

### Outturn local risk 2020/21



### How we spent our local risk budget in 2020/21



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## Appendix 2 – Open Space divisions **additional** local priorities

DIVISION	Our <b>additional</b> divisional priorities for 2022/23 will be...
<b>Parks &amp; Gardens (City Gardens)</b>	<ul style="list-style-type: none"> <li>• Work with colleagues across Environment Department and beyond to achieve collegiate approach to managing key workstreams, notably events, tree works, projects and enforcement.</li> <li>• Continue to Contribute to Climate Action Strategy workstreams including delivery of climate resilient species catalogue.</li> <li>• Complete programme to digitise paper systems and streamline and automate processes</li> </ul>
<b>Parks &amp; Gardens (West Ham Park)</b>	<ul style="list-style-type: none"> <li>▫ Work with colleagues across Environment Department and beyond to achieve collegiate approach to managing key workstreams, notably events, sports, tree works, projects.</li> <li>▫ Revise and reissue Management Plan to reflect above points.</li> <li>▫ Embed events programme to enhance user experience and increase income.</li> <li>▫ Work with Friends Group and LWT to improve biodiversity status of the Park from local to borough importance.</li> </ul>
<b>The Commons</b>	<ul style="list-style-type: none"> <li>• Work with neighbouring authorities, partners and Natural England:               <ul style="list-style-type: none"> <li>* Protection of Burnham Beeches SAC through the Slough Borough Council's local planning process and Buckinghamshire Council's SAMMS, including appointment of S106 funded 'outreach rangers'.</li> <li>* Conclude agreement of 4 management plans at the Coulsdon Commons</li> <li>* Continue development of the larger landscape project around Burnham Beeches. Partnership project with local Authority, landowners and tenants.</li> </ul> </li> <li>• Conclude the HLF funded Kenley Revival Project and associated reports; conclude consultation issues with the built heritage assets.</li> <li>• Achieve financial savings as required with a continuing emphasis on appropriate income generation activities according to the conservation status of the individual commons – this includes eco café at Burnham Beeches and potential café concession on Riddlesdown</li> <li>• Review and where appropriate, implement, use of invisible fencing across The Commons</li> <li>• Continue to work with partners to resolve water pollution issues – River Rye – Ashted Common.</li> </ul>
<b>Epping Forest</b>	<ul style="list-style-type: none"> <li>▫ Embedding the introduction of car parking charges and diversifying income opportunities through the use of available assets.</li> <li>▫ Protection of SAC and SSSI through the planning process, promoting avoidance, management and mitigation of harm through rising population pressures.</li> <li>▫ Safety of Epping Forest staff, visitors, residents and neighbours with the implementation of Reservoir Safety plans across water bodies in Wanstead, Loughton and Theydon Bois.</li> <li>▫ Pursue partnerships with other organisations to improve and enhance sport and recreation facilities in the Forest, particularly Football.</li> <li>▫ Improve environmental efficiency of our operations, buildings and fleet, achieving compliance with next phases of ULEZ.</li> <li>▫ Embed the Customer Relationship Management (CRM) software systems to enable efficient and compliant handling of contact data, work requests, fundraising and other customer contacts.</li> <li>▫ Expand cattle grazing using GPS-driven invisible fencing</li> <li>▫ Lead on finalising the Departmental wayleave and easement policy</li> <li>▫ Progress other actions associated with the Epping Forest Management Plan and Strategy</li> </ul>

DIVISION	Our <i>additional</i> divisional priorities for 2022/23 will be...
	<ul style="list-style-type: none"> <li>Post-pandemic recovery, including embedding of new ways of working, and restoration of landscape elements that have suffered deterioration caused by additional visitor pressure during 2020</li> </ul>
<b>NLOS (including Keats House)</b>	<ul style="list-style-type: none"> <li>COVID-19 Restoration Programme; implementing interventions to address erosion, compaction, path maintenance, waymarking and signage improvements</li> <li>Tender 5 cafés and the additional offer at the Heath extension</li> <li>Obtain approval and implement new licensing schemes in line with the provision of the 2018 Open Spaces Act</li> <li>Implement playground improvements at the Heath Extension Playground.</li> <li>Develop volunteering opportunities at Highgate Wood</li> <li>Implement a divisional radio communications system</li> <li>Deliver access improvement projects at Keats House</li> <li>Develop a three year Management Plan for Keats House, to ensure the future sustainability of the Keats House Charity and its operating model</li> </ul>
<b>Directorate &amp; Learning</b>	<ul style="list-style-type: none"> <li>Develop flexible learning in nature that addresses the restrictions and opportunities presented by recovery from the COVID19 pandemic</li> <li>Target schools with high pupil premiums and encourage and enable them to access the Learning offer</li> <li>Develop bespoke Learning programmes for young carers, young refugees and community groups</li> <li>Continue growth of school service following recovery from school closures/pandemic</li> <li>Target play provision at local families in need and increase opportunities for nature play</li> <li>Support the development of volunteer skills, networks and confidence, and improve volunteer wellbeing.</li> <li>Increase awareness of the charities donation campaigns and develop opportunities for regular giving and legacy.</li> <li>Support the divisions in the development of a new operating model for the management of weddings and ceremonies</li> </ul>
<b>Cem &amp; Crem</b>	<ul style="list-style-type: none"> <li>Continue grave reclamation for reuse</li> <li>Fleet replacement</li> <li>Various in-house landscaping projects</li> <li>Review Tree Management Plan</li> <li>Work in partnership with the Royal Voluntary Service, the new café tenant, to improve the offer to visitors and the bereaved</li> </ul>
<b>Tower Bridge and Monument</b>	<ul style="list-style-type: none"> <li>Work towards the continued recovery of Tower Bridge's tourism business and education provision, including revised visitor figures and income targets, adapting an operational and strategic marketing model according to any future changes in central Gov advice, internal financial planning or wider UK/London visitor economy trends and developments.</li> <li>Explore travel trade opportunities for the business as the sector recovers and international travel and tourism resumes.</li> <li>Procure and implement a new ticketing, bookings, point of sale and back of house system as a business-critical development project for the Bridge, with emphasis on continuing 'here to stay' practices implemented following the pandemic (timed ticketing etc).</li> <li>Commence the first phase of a proposed restructure with a focus on the operational technical team and supporting resources, in alignment with the charity's primary object and the Target Operating Model.</li> </ul>



DIVISION	Our <i>additional</i> divisional priorities for 2022/23 will be...
	<ul style="list-style-type: none"> <li>▫ Work with other CoL Depts to realise major projects, including the entire overhaul of the Bridge's High Voltage system, replacement of Bridge controls hardware, implement permanent solutions following the extensive Working at Heights review, and mitigate their potential negative effects on the tourism business and day-to-day operations. Collaborate in taking forward works and projects which arise out of the upcoming condition survey being carried out by the City Surveyor.</li> <li>▫ Work closely with and support Tower Bridge's sole events management partner in the continued recovery of its venue hire business.</li> </ul>

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<b>Committee(s)</b>	<b>Dated:</b>
Open Spaces and City Gardens Committee	7 December 2021
West Ham Park Committee	7 December 2021
Epping Forest and Commons Committee	17 January 2021
Hampstead Heath, Highgate Wood and Queens Park Committee	9 February 2022
<b>Subject:</b> Open Spaces Business Plan 2021/22 – Six month performance update: April to Sept 2021	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Outcomes: 1, 2, 3, 4, 5, 8, 10, 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
<b>Report of:</b> Juliemma McLoughlin – Executive Director, Environment	<b>For Information</b>
<b>Report author:</b> Gerry Kiefer, Open Spaces Directorate Business Manager, Environment Department.	

## Summary

This report provides Members with an update on progress and performance against the 2021/22 Business Plan. The Plan was agreed by Members in December 2020 and this report identifies the progress that has been made against the seven major workstreams. Where performance measures can be measured at six months these are listed in appendix 2 and show that none of those measures are behind their six month target. Financially the Department is forecasting a close to budget net position at year end.

## Recommendation

Members are asked to:

- Note the report

## Main Report

### Background

1. The Open Spaces & City Gardens Committee approved the Departmental Business Plan 2021/22 (Appendix 1) on 2 December 2020.
2. The Open Spaces Vision is; *we enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.*

3. The Business Plan identified Open Space's three main objectives under which sit twelve outcomes which are set out on page one of the Business Plan. It also identified seven major workstreams to progress in 2021/22.

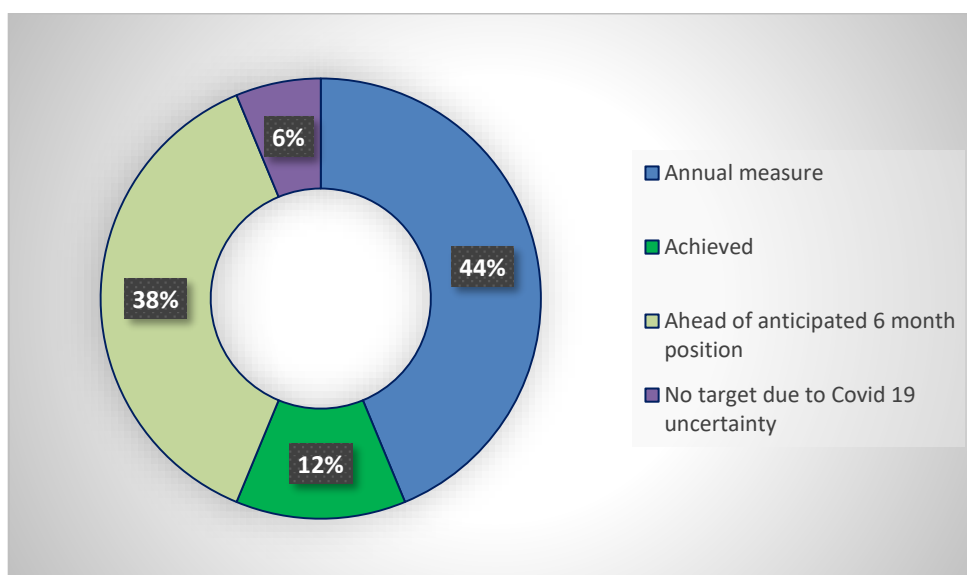
### Current Position

4. Appendix 3 details the progress that has been made against the seven major workstreams of the Business Plan and identifies some areas of concern. The seven key workstreams are:
  - 1) Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.
  - 2) Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.
  - 3) Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.
  - 4) Work with other CoL Depts to commence the entire overhaul of Tower Bridge's High Voltage system, hydraulic pipework replacement and implementation of permanent solutions following the extensive Working at Heights review.
  - 5) Working with City Surveyors, progress future use of the nursery site at West Ham Park.
  - 6) Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.
  - 7) Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications

### Performance Measures

5. Open Spaces maintain sixteen performance measures. The majority of these are collated annually, but those where data is available at 6 months is attached as appendix 2.

#### Six month progress against annual performance measures



6. Of note is that Coulsdon Common achieved Green Heritage Site Accreditation for the first time this year on first submission, taking the total number of accreditations to 14 and also retaining 15 Green Flag Awards. Both are the benchmark international standard for publicly accessible parks and green spaces in the United Kingdom and around the world

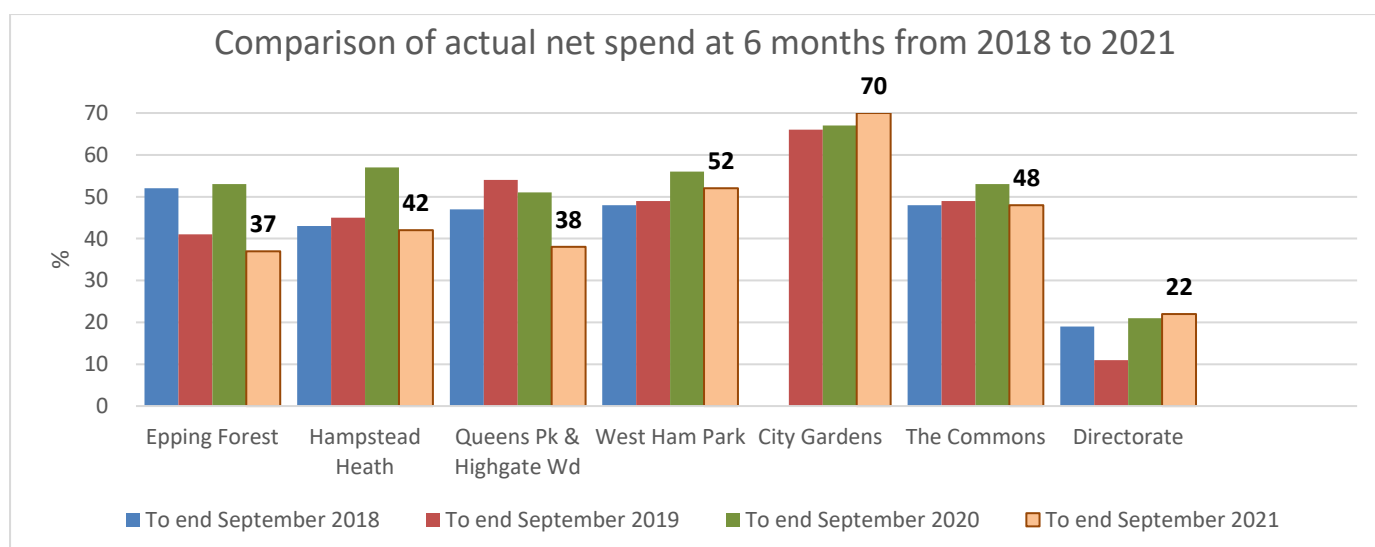
## Corporate & Strategic Implications

### The Corporate Plan

7. The Open Spaces Department actively contributes to all the Corporate Plan aims:
  - Contribute to a flourishing society
  - Support a thriving economy
  - Shape outstanding environments

### Financial Implications – Financial Performance

8. Six months into the financial year and across the Divisions that report to the Open Spaces Committees, the full year outturn position is estimated to be broadly on budget.
9. The graph below compares the current 6 month percentage net spend position with the similar period over the last three years. The position is comparable with other years although 2020 shows as a slight anomaly for some sites due to different patterns of income and expenditure during Covid lockdowns.
10. The 70% net expenditure for City Gardens is comparable to previous years and recognises that a fair proportion of their income is from S106 contributions and rechargeable works which are applied towards the end of the financial year



### Capital Funding Requests

11. The Chairs and Deputies of the various Open Spaces Committees prioritised three proposal for consideration by RASC and Policy & Resources Committee for capital funding. These are:

- i. Hampstead Heath Athletics Track
- ii. Epping Forest Path Restoration
- iii. Queens Park Playground and Sandpit.

Final approval for the 2022/23 allocation of funding to capital projects has not yet been made, but all three projects are listed as 'green' and recommended by officers for approval.

12. **Resource implications** – The Environment Department is progressing through the TOM.
13. **Legal implications** – None
14. **Risk implications** - Concerns associated with achieving the main workstreams are referenced in Appendix 3.
15. **Equalities implications** – None
16. **Climate implications** - A very brief update on the Carbon Removals project is included in Appendix 3.
17. **Security implications** - None

#### **Open Space Charities**

18. Many of the Open Spaces sites are registered charities. Officers have been asked to remind Members that decisions they take in relation to the relevant charity must be taken in the best interests of the charity.

#### **Conclusion**

19. The Open Spaces has progressed well in delivering its 2021/22 Business Plan. It is forecasting a close to budget year end position and many of the performance measures that can be measured at 6 months are on track.

#### **Appendices**

- Appendix 1 - High-level Business Plan 2021 -22
- Appendix 2 - Performance measures – position at 6 months, where available
- Appendix 3 - 21/22 Business Plan seven major workstreams: Progress and concerns

#### **Background Reports**

Final Departmental Business Plan 2021/22 – Open Spaces, December 2020.

#### **Gerry Kiefer**

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## THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

### Our overarching objectives are:

- Open spaces and historic sites are thriving and accessible.
- Spaces enrich people's lives.
- Business practices are responsible and sustainable.

## Our major workstreams this year will be...

- Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.
- Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.
- Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.
- Work with other CoL Depts to commence the entire overhaul of Tower Bridge's High Voltage system, hydraulic pipework replacement and implementation of permanent solutions following the extensive Working at Heights review.
- Working with City Surveyors, progress future use of the nursery site at West Ham Park.
- Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.
- Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications.

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

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

## What's changed during 2020

- More staff working from home / remotely.*
- New ways of working for non office staff to comply with Government guidance*
- Increased use of online services for payment and bookings.*
- Increased use of cashless payment.*
- 'Took our services on-line', increasing the provision of digital content so 'digitally open while physically closed'.*
- The massive increase in visitor to the open spaces, due the pandemic, is having a negative long-term impact on the sites' biodiversity and infrastructure.*
- Greater focus on generating additional income e.g. through new lease arrangements, licencing, donations, car park charging.*

Plans under consideration	Time Scale
<i>Offices unlikely to return to full capacity— long term use of office accommodation to be considered</i>	<i>2022/23</i>
<i>COVID19 operating models will inform future service operations.</i>	<i>2021/23</i>
<i>Approach to cycling to be reviewed across a number of properties</i>	<i>2022/23</i>
<i>Visitor attractions, may require re-setting of business models</i>	<i>2021/23</i>
<i>Prioritising high priority select bids for Capital that meet the precise capital funding criteria</i>	<i>2021 onwards</i>



## Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

### Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

### Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

### Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership .....

### Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

### Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

### Sport & Physical Activity Strategy

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

### Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

## Key Departmental Risks

		0	6	3	Total = 9
	Likely (4)				
	Possible (3)		1	4	1
	Unlikely (2)			1	2
	Rare (1)				
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
		Impact			

Departmental Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Impact of development	12
Ultra Low Emission Zone (ULEZ) fleet purchase risk	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

## Open Spaces risks related to COVID-19

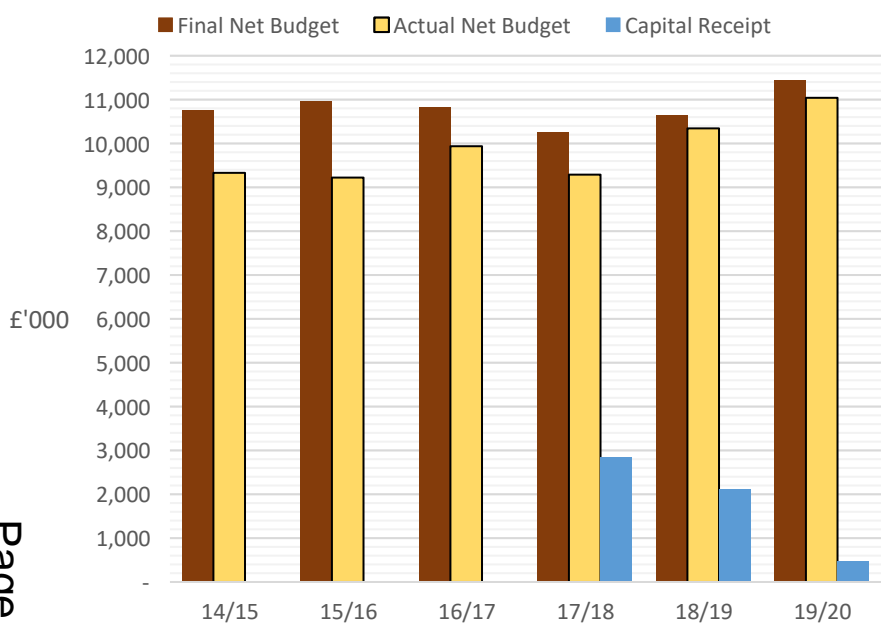
COVID-19 Risk Title	Score
Failure of Cemetery & Crematorium services	16
Income generation and financial management	16
Health and Safety of visitors and staff	12
Bridge lifts at Tower Bridge	6
Reopening services	4
Two additional risks are being considered for inclusion. The risks are: <ul style="list-style-type: none"> <li>Accelerated long-term damage to sites</li> <li>Open Spaces workforce wellbeing</li> </ul>	
These risks are reported Corporately	

Equalities, Diversity and Inclusion Self Assessment	Score
Monitoring and use of data & information	4
Completing Equality Analysis and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	N/A
Using procurement and commissioning to achieve equality and cohesion targets	N/A
Engagement and partnership	3
Employment and training	2
Where 4 is excellent and 2 is average	

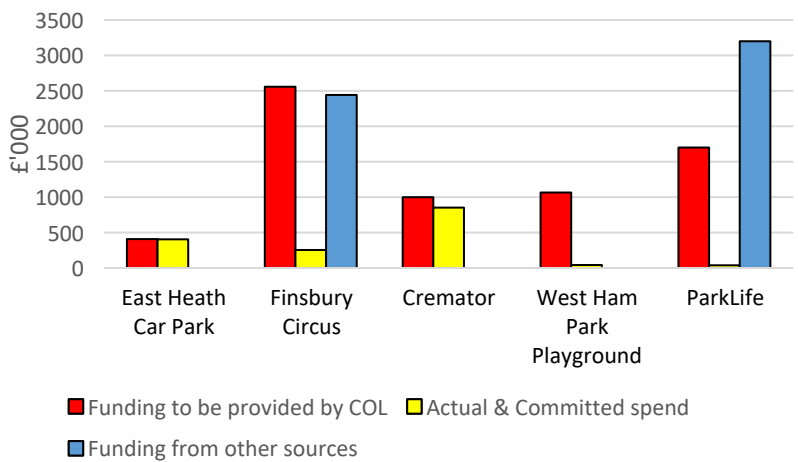


Directors local risk

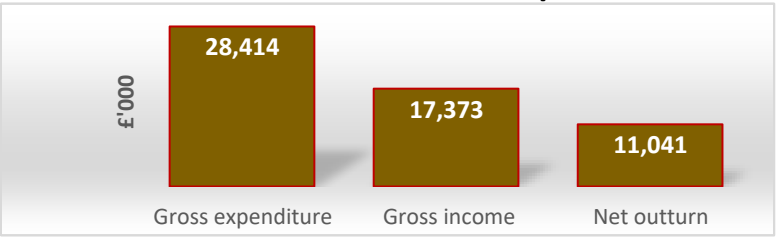
Net Budget vs Actual Net Budget and Capital Receipts



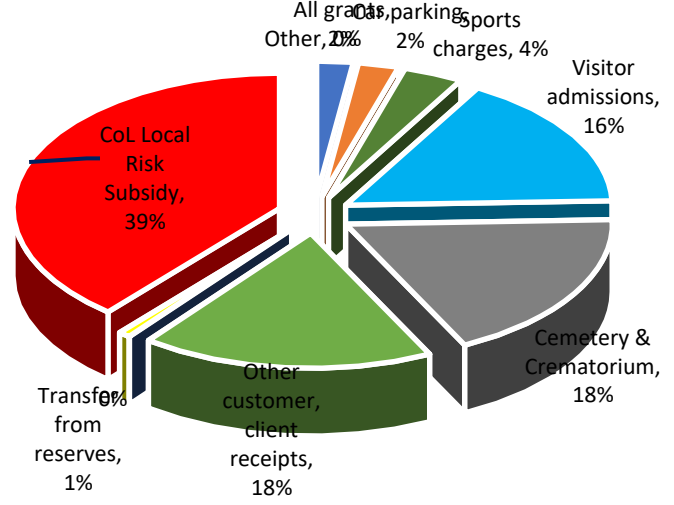
OSD Capital projects - showing anticipated COL and other funding plus spend to date



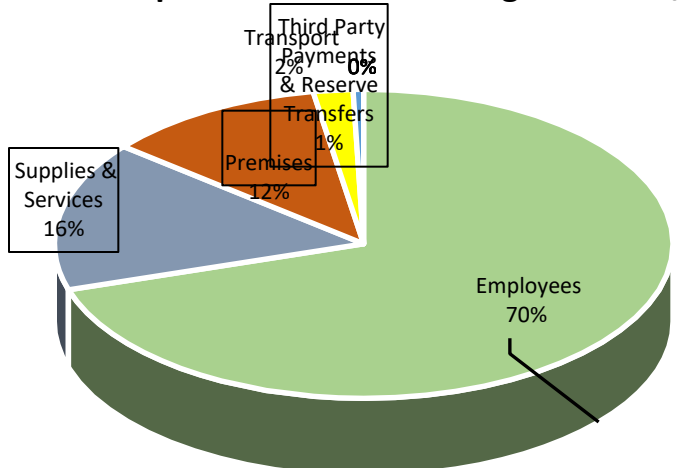
Actual Local Risk 2019/20



Where our 2019/20 income came from



How we spent our local risk budget in 2019/20



## THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

### The Open Spaces Department's three top line objectives and twelve outcomes are:

#### A. Open spaces and historic sites are thriving and accessible

- ✓ Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
- ✓ London has clean air and mitigates flood risk and climate change (11)
- ✓ Our spaces are accessible, inclusive and safe (1)
- ✓ Our habitats are flourishing, biodiverse and resilient to change (11)

#### B. Spaces enrich people's lives

- ✓ People enjoy good health and wellbeing (2)
- ✓ Nature, heritage and place are valued and understood (3)
- ✓ People feel welcome and included (4)
- ✓ People discover, learn and develop (3)

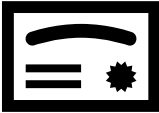








#### C. Business practices are responsible and sustainable








- ✓ Our practices are financially, socially and environmentally sustainable (5)
- ✓ London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
- ✓ Our staff and volunteers are motivated, empowered, engaged and supported (8)
- ✓ Everyone has the relevant skills to reach their full potential (8)

**KEY:** The numbers in brackets show how the Open Spaces Outcomes link to the twelve [Corporate Plan Outcomes 2018-2023](#).

Performance Measures	2020/21 Performance	2021/22 Direction of travel / target
Green Heritage Accreditation	13 Awards	13 Awards
Green Flag Awards	15 Awards	15 Awards
Active ancient tree management as part of the Stewardship Schemes at Epping Forest & Burnham Beeches.	As per Stewardship agreement - annual data not yet available	As per Stewardship agreement
The condition of our Sites of Special Scientific Interest	No new assessments in 2020 to enable any change to have been recorded	All re-assessed SSSI's are rated 'favourable' or 'unfavourable recovering'.
Number of visits to Open Spaces Departments webpages	647,457 to date	Increase
Tennis court usage	26,953 to date	Maintain
Customer satisfaction at Tower Bridge	New COVID19 related measure - annual	Maintain
Our environmental footprint	Annual data not yet available	Link to Climate Action Strategy
Net expenditure (OS local risk only)	Achieve readjusted budget	Achieve budget
Income generated (OS local risk)	Achieve budget	Achieve budget
Learning & volunteer programme - various measures	Annual data not yet available	Increase
Apprentice performance – various measures	Annual data not yet available	Maintain
Short term sickness	1.21 to date	Maintain
H&S accident investigations	88% to date	Corporate target

## Appendix 2 - Performance measures – position at 6 months, where available

	Performance Measure Description	2021 / 22 Target (annual)		6 month performance (where available)
1	Green Heritage Site Accreditation	Retain 13 Awards		Achieved 14 Awards New accreditation for Coulsdon Common
2	Green Flag Awards	Retain 15 Awards		Achieved 15 Awards
3	Improving the condition of our Sites of Special Scientific Interest	All SSSI's that are re-assessed by Natural England are rated as being in 'favourable' or 'unfavourable recovering' condition.		Annual Measure
4	Reducing our environmental footprint	Reduction in utilities, increase in generated electricity		Annual Measure
5	Influencing planning authorities development approvals and planning policy documents	Influence planning applications and local plans		Annual Measure
6	Active management of our ancient trees as part of the Stewardship Schemes at Epping Forest and Burnham Beeches.	Epping Forest = 354. Burnham Beeches = 61.		Annual Measure
7	The number of 'visitors' to the Open spaces webpages.	Increase on 2020/21 actual (806,000)		698,512
8	Learning & volunteer programme measures	Increase in positive and very positive responses to the 'learning impacts'		Annual Measure
9	Increase the number of visits to our heritage visitor attractions (This includes Tower Bridge, Monument, Keats House, The Queens Hunting Lodge hub and The Temple)	No target set due to Covid19 risk assessments limiting number of visitors		Tower Bridge = 107,353 Monument = 2,921 (significantly reduced opening) Keats House = 1,139 (Reduced opening. House visitors only) Queen's Hunting Lodge hub = 9,114

	Performance Measure Description	2021 / 22 Target (annual)		6 month performance (where available)
10	Improve customer satisfaction at our heritage visitor attractions (This includes Tower Bridge, Monument, Keats House, Epping Forest experience )	Improvement at Tower Bridge, Keats House and Epping Forest experience		Annual Measure
11	Increase the number of hours of tennis court usage	Maintain the number of visits achieved in 2020/21 (50,663)		WHP = 12,031 Parliament Hill = 15,304 Golders Hill Park = 5,737 Queen's Park = 9,296  Total = 42,368
12	Apprentice performance	81% pass their training qualification 20% get jobs, 25% progress from level 2 to level 3		Annual Measure
13	Average number of days per FTE short term sickness	3.00		0.23 average April to July.  Not available from August onwards as amalgamated into Environment Department data only
14	Health and safety accident investigations	85% Corporate target		91%
15	Open Spaces Department (all) Net expenditure (OS Director local risk only)	£11,951,000		£5,271,200 (44%)
16	Open Spaces Department (all) Income generated (OS Director local risk)	£14,170,000		£7,422,309 (52%)

### Appendix 3 – 21/22 Business Plan progress - seven major workstreams

<b>1. Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.</b>	
<b>Progress</b>	<ul style="list-style-type: none"> <li>✓ £1.4M of the 12% savings were identified within the budget.</li> <li>✓ £141k of the total £245k unidentified savings have been achieved through additional income generation or holding posts vacant.</li> </ul>
<b>Areas of concern</b>	<ul style="list-style-type: none"> <li>○ City Gardens savings can only be achieved as part of the TOM process</li> <li>○ Monument is currently only opening weekends and school holidays and failing to meet its break even admissions target</li> </ul>

<b>2. Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.</b>	
<b>Progress</b>	<ul style="list-style-type: none"> <li>✓ Executive Director Environment commenced August 2021.</li> <li>✓ TOM report due to go to Design Advisory Board in December and Establishment Committee on 19 January 2022</li> <li>✓ Ongoing provision of staff briefing sessions and newsletters</li> </ul>

<b>3. . Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.</b>	
<b>Progress</b>	<ul style="list-style-type: none"> <li>✓ Finsbury Circus – RIBA Stage 4 designs completed, beginning tender documentation</li> <li>✓ West Ham Park Playground – Tendering/ procurement for main contractor completed, Gateway 5 approval received (Nov 21).</li> <li>✓ Hampstead Heath ponds &amp; lido access and security improvements – Project currently at GW 2. A Project Manager and Landscape Architect have been appointed.</li> <li>✓ Tower Hill playground – Gateway 2 approval received (Nov 21)</li> <li>✓ East Heath car park – Project completed</li> <li>✓ ParkLife – Limited progress, update report for January Committee</li> <li>✓ Carbon Removal (Climate Action Strategy) – Gateway 5 sign off for first habitat creation site completed (Patmore's wildflower meadow); consultants started study to identify further opportunities for carbons sequestration throughout the Open Spaces; plan development and stakeholder engagement for the Copped Hall wood pasture restoration and creation project.</li> </ul>
<b>Areas of concern</b>	<ul style="list-style-type: none"> <li>○ West Ham Park Playground – Funding strategy as per previous approval, however, post tender indicates marginally increased project sum. Delay in programme by 4 weeks. Project within approved funding.</li> <li>○ Hampstead Heath – City Surveyors to revisit programme schedule to avoid disruption to ponds and Lido during busiest summer months.</li> </ul>

	<ul style="list-style-type: none"> <li>○ Tower Hill playground – Loss of staff within City Gardens team could cause delay in delivery.</li> <li>○ ParkLife – Football Foundation (FF) revenue sources significantly impacted by Covid 19 lockdowns. FF undergoing an organisation restructure. Funding still secure but FF administrative changes halted progress. Remains a £200k funding gap.</li> <li>○ Carbon Removal (Climate Action Strategy) - delays in recruiting to Project Manager post, JD revised and being readvertised.</li> </ul>
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**4. Work with other CoL Depts to commence the entire overhaul of Tower Bridge's High Voltage system, hydraulic pipework replacement and implementation of permanent solutions following the extensive Working at Heights review.**

<b>Progress</b>	<ul style="list-style-type: none"> <li>✓ Hydraulic Pipework Replacement – in the final phase of a 10 month overhaul with practical completion scheduled for end Nov 2021</li> <li>✓ High Voltage System Overhaul – major project due to start onsite Nov 2021</li> <li>✓ Upgrade of Bridge Driving Systems – software upgrade complete and hardware controls elements being replaced while opportunities arise during the two major projects listed above</li> <li>✓ Working at Heights – project ongoing with positive progress to date in terms of implementing improvements across the unique working environment presented by Tower Bridge.</li> </ul>
<b>Areas of concern</b>	<ul style="list-style-type: none"> <li>○ All works required urgently but naturally the risk of system failure is increased while multiple projects are carried out simultaneously.</li> </ul>

**5. Working with City Surveyors, progress future use of the nursery site at West Ham Park.**

<b>Progress</b>	<ul style="list-style-type: none"> <li>✓ Shortlist of proposed developers approved at Committee in October. Deadline for Round 2 bids is mid-November, after which detailed evaluation will take place in accordance with agreed criteria. Full public consultation to follow beginning April 2022.</li> </ul>
<b>Areas of concern</b>	<ul style="list-style-type: none"> <li>○ Concern from local residents, who have instigated a "Trees not Towers" campaign.</li> </ul>

**6. Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.**

<b>Progress</b>	<ul style="list-style-type: none"> <li>✓ West Ham Park: only one vehicle in the fleet remains non-compliant.</li> <li>✓ City Gardens: Fleet fully compliant.</li> <li>✓ Epping Forest: additional compliant vehicles required and orders placed</li> <li>✓ NLOS: Procurement in place to replace non-compliant vehicles</li> </ul>
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<b>Areas of concern</b>	<ul style="list-style-type: none"> <li>○ West Ham Park: Procurement delays caused initially by Covid lockdowns and latterly by supply chain issues and the ability of suppliers to meet customer needs, has resulted in a 12-month delay to purchase the required vehicle. This will inevitably impact on 2022/23 financial year budgets unless a carry-forward of any surplus funds from this year can be arranged.</li> <li>○ NLOS and Epping Forest: supply chain issues and long lead in time for delivery of vehicles may mean receipt is close to financial year end.</li> </ul>
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<b>7. Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications</b>	
<b>Progress</b>	<ul style="list-style-type: none"> <li>✓ Regular meetings held with partner organisations.</li> <li>✓ Biodiversity surveys of adjacent land all completed, final reports due by January. Initial results indicate it is a very special area and could be an effective buffer to Burnham Beeches.</li> <li>✓ Initial meeting held between tenant farmer and National Trust/Dorney Wood staff concerning changes in farming financial environment (delayed from July)</li> <li>✓ Additional £10,000 funding offered to project by Buckinghamshire Council to progress financial options.</li> </ul>
<b>Areas of concern</b>	<ul style="list-style-type: none"> <li>○ Delay in initial meeting with tenant farmer and uncertainty over direction of travel has delayed progress and threatens ability to receive funding from Bucks in agreed time scale - an extension is being requested.</li> </ul>

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## Open Spaces in the Media

**Summary of coverage September – November 2021**



### **New 'carbon-cutting' green spaces scheme launched**

The City Corporation's Carbon Removals Project, which is part of its Climate Action Strategy, appeared in [The Sun](#) [viewable internally only], [The Express](#), [The Scottish Daily Express](#) [viewable internally only], [Epping Forest Guardian](#), [New Start](#), [Environment Journal](#), [Pro](#)

[Landscaper](#), [City Matters](#) and [This Is Local London](#). The reports covered a new wildflower meadow planted in the Epping Forest buffer lands, which will remove carbon from the atmosphere at the site. Chairman of the Epping Forest and Commons Committee, Graeme Doshi-Smith was quoted.

The Chairman of the Epping Forest and Commons Committee wrote in the [Epping Forest Guardian](#) on the sowing of a 42-acre wildflower meadow as part of the Carbon Removals Project. The scheme falls under the City Corporation's Climate Action Strategy.

### **Flying the Green Flag for London's open spaces**

[City Matters](#) led coverage of the City of London Corporation winning 15 Green Flag awards and winning Gold in the Town Category of London in Bloom. Open Spaces Committee Chairman, Oliver Sells QC, was quoted. Further coverage in [London News Today](#), [Epping Forest Guardian](#), [This is Local London](#), [Inside Croydon](#), [In Your Area](#), [Bucks Free Press](#), [The Phoenix Newspaper](#), [Slough Express](#), [Maidenhead Advertiser](#) and [Newham Recorder](#).

### **First ever female superintendent at Hampstead Heath**

[Ham & High](#) reported on the announcement that, from January next year, Stefania Horne will become the City of London Corporation's first female Superintendent to manage Hampstead Heath. The new Superintendent was quoted along with Chair of the Hampstead Heath, Highgate Wood and Queen's Park Committee, Anne Fairweather. Also reported by [Camden New Journal](#).

### **Praise for hero Heath lifeguard**

Chair of the Hampstead Heath Management Committee Anne Fairweather was quoted in a [Camden New Journal](#) story about a lifeguard who recently helped a swimmer in the men's pond who had suffered a heart attack.

### **Illegal mushroom picking**

Epping Forest and Commons Committee Chairman Graeme Doshi-Smith was quoted in [Metro](#) (viewable internally), [Daily Telegraph](#) (viewable internally), [Epping Forest Guardian](#),

[This Is Local London](#), [MyLondon](#) and [City Matters](#) on illegal mushroom pickers caught taking fungi from Epping Forest to sell at restaurants and markets.

[ITV News London](#) reported fungi pickers at Epping Forest are damaging the site's delicate wildlife ecology. City Corporation Land Agent at Epping Forest, Tristan Vetta, was interviewed.



### **Hampstead Heath lifeguards rescue more than 100 swimmers**

[Camden New Journal](#) reported that more than 100 swimmers have been rescued by lifeguards on Hampstead Heath over the past year. Hampstead Heath Management Committee Chair Anne Fairweather and Paul Jeal, the City Corporation's Senior Swimming Facilities Supervisor, were quoted.

### **Court date for Hampstead Heath swimming ponds challenge confirmed**

The [Ham & High](#) mentioned the City Corporation in news a date has been confirmed for a court hearing that will determine whether the charging regime for the Hampstead Heath bathing ponds discriminates against disabled people.

### **Looking back at summer on Hampstead Heath and West Ham Park**

Chair of the Hampstead Heath Management Committee, Anne Fairweather, wrote in [Ham&High](#), looking back at the activities on the Heath over the summer and ahead to autumn. In his column in [Newham Recorder](#), Chairman of the West Ham Park Committee, Oliver Sells QC, wrote about the educational activities for children which took place in the park during the summer.

### **Hampstead Heath should be accessible to all**

Hampstead Heath Management Committee Chair Anne Fairweather wrote in the [Ham&High](#) on accessibility at the site.

### **Epping and Wanstead fly-tippers fined £4,000 amid rise in illegal dumping**

[Epping Forest Guardian](#), [MyLondon](#) and [World News](#) reported that four people have been fined a total of £4,000 for fly-tipping in Epping Forest. Chairman of the Epping Forest and Commons Committee, Graeme Doshi-Smith, was quoted.

### **New month-long Christmas Fayre comes to the Heath**

[Ham&High](#) reported that Hampstead Heath will host the first Christmas Fayre. The market, organised by the City of London Corporation, opens this Saturday November 27 and runs until January 2 2022. Chair of City of London Corporation's Hampstead Heath management committee Anne Fairweather is quoted.

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<b>Committee:</b> <b>Open Spaces &amp; City Gardens</b>	<b>Dated:</b> <b>7 December 2021</b>
<b>Subject: 2022/23 Events Fees and Charges – City Gardens</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	11 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£ N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Juliemma McLoughlin, Executive Director Environment</b>	<b>For Decision</b>
<b>Report author: Jake Tibbetts – City Gardens Manager</b>	

## Summary

Within the Open Spaces Division of the Environment Department, fees and charges for events are reviewed annually. This report proposes that following a benchmarking exercise most of the fees and charges for events that are held in City Gardens sites throughout the 2021//22 financial year are increased by 4.9% in line with the October Retail Price index figure. The charge for non-profit and charity events is recommended to be reduced following a benchmarking exercise. The new fees and charges are to be implemented 1 April 2022.

## Recommendation

Members are asked to:

- Approve the proposed 2022/23 fees and charges as set out in Appendix 1 of this report.

## Main Report

## Background

1. The City Gardens Team processes requests from members of the public, charitable groups and corporate organisations to hold events within its gardens.

2. Members approved the updated City Gardens Events Policy in July 2018. The policy does not need reviewing, however the Fees and Charges that are laid out in appendix 1 of that report are intended to be reviewed on an annual basis.

## **Current Position**

3. The hire of City Gardens sites generates income that is used to contribute towards the maintenance cost of our sites and staff resources. In 20/21 generated income was greatly affected by the pandemic with £1,984 being generated. In 19/20 £5476 was generated for the entire year. At the time of writing £14,387 has been generated by 30 events so far this financial year.
4. The most popular type of event with 17 bookings continues to be photography; of which 14 were wedding shoots.
5. Facilitating events has an impact not only on the gardens but also staff resources within the City Gardens team. Whilst the total amount of income delivered is relatively low, this is a service that is important to our communities and needs to be financially sustainable and contribute towards the maintenance and upkeep of our gardens.
6. The City Gardens team carried out a benchmarking exercise with other local authorities and the Royal Parks. Finding direct comparisons with other public bodies has proved to be difficult due to fees and charges being structured differently between organisations. There are also key differences in the offer that City Gardens provides compared to that of other organisations:
  - The requirement under the Open Spaces Act for the substantive part of any garden needing to be kept open to the public.
  - City Gardens sites are smaller than those offered by other London Councils and the Royal Parks.
  - Due to the size they have a lower maximum attendee capacity.
  - The lack of public conveniences on any of our sites.
  - The lack of structures or adjoining buildings.
  - The unique central London location which adds value to our offer.
7. The Benchmarking focused on Hackney, Southwark, Westminster and the Royal Parks. These were chosen as inner London boroughs for which fees and charges were available and some comparisons were discernible. Details of their pricing can be found in Appendix 2. Where prices that are comparable in size or price, these have been highlighted on the spreadsheet.
8. Benchmarking with private organisation including livery gardens was attempted but useful comparisons were not achievable due to the difference in pricing structures, which are based on price per head and are combined with catering packages.
9. The benchmarking demonstrated that the City's prices for non-profit and charity events are higher than all of the other organisations. The City's charge per day being £1,215 compared with The Royal Parks at £1,192 and Westminster's highest fee of £500. It should also be noted that:

- in the last two years there has only been one of these events held in a City Gardens site.
  - these events provide benefits other than that of generating income.
10. The benchmarking demonstrated that the City's fees for commercial events are more expensive than Hackney's but on par with Southwark's, the Royal Park's and the lowest category of parks for Westminster. Considering the City's offer does not include buildings in which parts of the events can be held or used as shelter and the lack of public conveniences, it is considered that the benchmarking indicates the market is unlikely to accept significant increases in prices.
  11. No useful comparisons were found for commercial photography as these are negotiated on a case-by-case basis, whereas the City have a fixed fee which works well considering the high volume of enquiries and ensures an efficient process keeping processing costs low.
  12. Similarly, no comparisons could be found for private wedding hire of public spaces outside of the square mile.
  13. The benchmarking was made using the current years fees and charges, it is assumed that the comparable organisations will be also increasing these for 2022/23.
  14. As a minimum City Gardens acts on the basis that it at the least recovers its full cost of facilitating any event.

## **Options**

- A. Apply no increase and retain current fees and charges. This option is not proposed as anything less than a rise in line with inflation would reduce our ability to cover costs and meet income targets.
- B. Increase all fees and charges in line with the Retail Price Index. This option is not proposed as it disregards lessons learned from benchmarking.
- C. Increase fees and charges in line with the Retail Price Index apart from where benchmarking has demonstrated a significant disparity. Prices to be rounded up to the nearest £5. This option keeps fees and charges abreast of inflation whilst also considering lessons learned from benchmarking. This is the proposed option.
- D. Increase fee and charges by a greater amount than the Retail Price Index to offset savings. This is not favoured as it is considered that a larger increase could result in a reduced number of events. The benchmarking does not demonstrate that the market would bear a higher increase.

## **Proposals**

15. The proposed option is C. Increase fees and charges in line with the Retail Price Index apart from the fees for the day and half day charge for charity and non-profit events where benchmarking has demonstrated that we are not competitive.

16. **Strategic implications** – The provision of a well-designed events programme supports a number of key City of London Corporate Plan outcomes as follows:

- 4. Communities are cohesive and have the facilities they need.
- 12. Our spaces are secure, resilient and well-maintained.

It also supports a number of outcomes in the Open Spaces Departmental Business Plan:

- Our open spaces, heritage and cultural assets are protected conserved and enhanced.
- Our practices are financially, socially and environmentally sustainable.

17. **Financial implications** -The financial implications are contained within the body of the report

18. **Resource implications** – Resourcing the processing of event applications is covered by the income generated from events.

19. **Legal implications** - Section 7 of the City of London Corporation (Open Spaces) Act 2018 authorises the City to impose charges for temporary use of part of an open space for an event or for admission to an open space area where access is restricted for an event, and requires that the power be exercised in accordance with the relevant policy. Paragraph 15.8 of the Open Spaces Event Policy 2018 makes provision for the charges and also provides that the schedule of charges will be reviewed annually. The exercise of the charging power and the review of charges is in accordance with the 2018 Act and the Policy.

20. **Risk implications** – None

21. **Equalities implications** – None

22. **Climate implications** - None

23. **Security implications** – Whilst there are some security implications of events being held, there are none when considering only the associated fees and charges.

## **Conclusion**

24. Events held in City Gardens are important to our communities. The proposed increase in Fees and Charges reflects increased costs, enables us to continue to facilitate events in a sustainable manner and provides a small amount of income that contributes towards maintaining our gardens and our



staff resources.

## **Appendices**

- Appendix 1 - Proposed Fees and Charges for 2022/23
- Appendix 2 – Fees and Charges Benchmarking

## **Background Papers**

City Gardens Event Policy– Open Spaces and City Gardens Committee, 16 July 2018

### **Jake Tibbetts**

City Gardens Manager

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Fee type	2021/2022	2022/2023 with 4.9% uplift	2022/2023 Fee
<b>Wedding/Other photography</b>			
Wedding/Other photography for 2 hours	£185	£194	£195
<b>Private Hire, Weddings &amp; Civil Partnerships</b>			
Basic Hire Fee			
1st hour (between hours of 8am – 6pm)	£335	£351	£355
Subsequent hours	£160	£168	£170
½ day (8am – 1pm) (1pm – 6pm) £945	£950	£997	£1000
Full day (8am – 6pm) £1,709	£1715	£1799	£1800
Each additional full day (if the same event) – please state number of additional days Per Day	£860	£902	£905
Required set up / de-rig time outside of the event hire time – per hour.	£160	£168	£170
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%		
<b>Commercial/corporate events</b>			
Application Fee	£185	£194	£195
Basic Hire Fee			
Per hour (between hours of 8am – 6pm)	£160	£168	£170
½ day (8am – 12noon) (1pm – 6pm)	£770	£808	£810
Full day (8am – 6pm)	£1545	£1621	£1625
Ticketed events 15% of receipts additional to basic hire fee			
Additional event day	£860	£902	£905
Set up/clear away per day per hour	£160	£168	£170
Booking Deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%		
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%		
<b>Non-profit/charity events</b>			
Basic Hire Fee			
1st hour (between hours of 8am – 6pm)	£185	£194	£195
Subsequent hours	£120	£126	£0
½ day (8am – 1pm) (1pm – 6pm) £580	£585	£614	£250
Full day (8am – 6pm) £1,213	£1215	£1275	£500
Each additional full day (if the same event) – please state number of additional days Per Day	£610	£639	£500
Required set up / de-rig time outside of the event hire time – per hour.	£120	£126	£130
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%		
<b>Corporate Volunteer Days</b>			
Application Fee	£180	£188	£190
Corporate volunteer days per head per day	£60	£63	£65

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## APPENDIX 2 -

## EVENT FEES AND CHARGES - BENCHMARKING 2021/2022

NB: Highlighted cells denote comparable prices

Borough/organisation name:

	Col (Sq. mile)		Hackney		Southwark		Westminster		The Royal Parks	
	Half Day	Full Day	Half Day	Full Day	Half Day	Full Day	Half Day	Full Day	Half Day	Full Day
<b>Event status</b>										
<b>Non-profit/charity events</b>										
<b>Daily fee</b>										
up to 100				0						£237
101 to 499	Half day £585 Hourly fee £120	Full day £1,215 Additional day £610		£54.25 (NO environmental impact fees)						between £462 to £1,182
500 to 999	Fees not provided for events over 499 attendees			£106.50 plus				£25 application fee  Between £350 to £500 for hire fee depending on location		negotiable
1,000 to 1,999				£108.55 environmental impact fee						negotiable
2,000 to 2,999				£153.60 to						negotiable
3,000 to 3,999				£2,662.40 plus						negotiable
4,000 to 4,999				£320.50 to						negotiable
5,000 to 9,999				£1,064.95 environmental impact fee						negotiable
More than 10,000				negotiable						negotiable
<b>Daily fee (set-up and break-down days)</b>										
Up to 499	£120			26.60						
500 to 999										
1,000 to 1,999				£53.25 to £76.80						
2,000 to 2,999										
3,000 to 3,999										
4,000 to 4,999										
5,000 to 9,999				£266.25 to £1,331.20						
More than 10,000				negotiable						

Borough/organisation name:	Col (Sq. mile)		Hackney		Southwark		Westminster		The Royal Parks	
	Half Day	Full Day	Half Day	Full Day	Half Day	Full Day	Half Day	Full Day	Half Day	Full Day
<b>Commercial</b>										
<b>Daily fee</b>										
Up to 100	Half day £770	Full day £1,715 (including application fee)Additional day £860 (plus 15% of receipts)								Charity £284 Commercial £368
101 to 499	Hourly fee £160 (plus 15% of receipts)			Charity £139.56 Commercial fee per head £2.79 (No environmental impact fees)		£1,700 (additional day £510)				£735 to £2,100
500 to 1,999	No current sites capable of events of over 499 attendees			Charity £558.31 plus 558.36 environmental impact fee / Commercial fee per head £2.79 plus £444.54 environmental impact fee		6400 (additional day £1920)		Hire fees £1,500, £3,500, £6,500 depending on location (for charity events between £500 to £900)		negotiable
2,000 to 2,999				Charity £3,908.35 plus £1,116.66 environmental impact fee/		by negotiation				negotiable
3,000 to 3,999				Commercial fee per head £2.79 plus £2,233.33 environmental impact fee		by negotiation				negotiable
4,000 to 4,999						by negotiation				negotiable
5,000 to 9,999										
10,000 to 19,999				not provided		by negotiation				negotiable
More than 20,000				not provided		by negotiation				negotiable

Borough/organisation name:	Col (Sq. mile)		Hackney		Southwark		Westminster		The Royal Parks	
	Half Day	Full Day	Half Day	Full Day	Half Day	Full Day	Half Day	Full Day	Half Day	Full Day
<b>Daily fee (set-up and break-down days)</b>	<b>Hourly fee</b>							Hire fees £1,500, £3,500, £6,500 depending on location (for charity events between £500 to £900)		
Up to 499	£160			Charity £13.95 Commercial 2.5% per day of hire fee		£255				
500 to 1,999	Fees not provided for events over 499 attendees			Charity £55.84 Commercial 2.5% per day of hire fee		£960				
2,000 to 2,999				Charity £390.85 Commercial 2.5% of hire fee		by negotiation				
3,000 to 3,999						by negotiation				
4,000 to 4,999						by negotiation				
5,000 to 9,999						by negotiation				
10,000 to 19,999				not provided		by negotiation				
More than 20,000				not provided		by negotiation				
<b>Booking &amp; Admin fee</b>										
Booking/Application Fee	Corporate events only £185			Community/ charity £26.60 to £54.25 National charity £135.26 Commercial £135.26 Corporate £135.26 Funfair/circus £135.26 Private events £135.26		Commercial £215 Community £75 (plus officer fee- between £64 to £27		Organiser turnover up to £1m : £145 Organiser turnover over £1m : £340		
Admin Fee								£160 plus £160 consultation fee		

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<b>Committee</b>	<b>Dated:</b>
Open Spaces & City Gardens	7 December 2021
<b>Subject:</b> Postman's Park Memorials Proposal	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	To be determined in future reports
<b>What is the source of Funding?</b>	Open Spaces Local Risk Budget
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	To be agreed in future reports
<b>Report of:</b> Juliemma McLoughlin, Executive Director Environment	<b>For Decision</b>
<b>Report author:</b> Martin Rodman, Superintendent of Parks & Gardens	

## Summary

Earlier this year, the City received several approaches requesting the addition of plaques to the Memorial to Heroic Self Sacrifice in Postman's Park. Whilst this is not possible for reasons outlined in the body of the report, alternative suggestions for commemorating those lost, such as the engraving of individual paving stones and the refurbishment of an existing sundial plinth within Postman's Park, are proposed.

## Recommendation

Members are asked to:

- Approve the principle of adding memorials to Postman's Park, as outlined in the proposals; and
- Agree that officers liaise with relevant internal and external stakeholders to progress this proposal.

## Main Report

### Background

1. Postman's Park houses the G.F. Watts' Memorial to Heroic Self Sacrifice, or Watts Memorial Cloister ("The Watts Memorial"), in recognition of those that have given their lives whilst saving the lives of others. As a result of the pandemic, and other tragic events that have taken place in London over the past 18 months, this year saw approaches made to the City requesting the addition of plaques to the Watts Memorial, including an approach from the

Barts Health NHS Trust wishing to recognise those members of staff that have lost their lives during the Covid-19 pandemic.

### **Current Position**

2. The City maintains Postman's Park under a maintenance agreement dated 2<sup>nd</sup> November 1961 ("the Deed") made pursuant to the Open Spaces Act 1906 (Appendix 1). The City's care and maintenance responsibilities do not extend to the Watts Memorial which is owned by the Diocese of London and maintained by the Vicar and Churchwardens of St Botolph's Without Aldersgate. The Watts Memorial is listed Grade II\* and, separate from the maintenance of the churchyard, alterations to it would be subject to Ecclesiastical jurisdiction and Listed Building Consent. In 2009 the then Chancellor took the view that no further plaques should be added to the Memorial on the grounds that it would detract from its historic, cultural and aesthetic significance. That view was supported at the time by the City and English Heritage (now Historic England). For these reasons, the addition of plaques to the Watts Memorial is not considered appropriate.
3. However, because of the Watts Memorial, many consider Postman's Park as a fitting place to house alternative kinds of memorials. Your Chairman has met with representatives of the Diocese, Watts Gallery, and relevant other interested parties to explore future opportunities for the addition of memorials. These meetings have been both positive and supportive. The Diocese particularly have expressed a wish to continue discussions with officers in order to progress proposals.

### **Proposals**

4. To recognise those who died in service from Covid, it has been proposed that the existing sundial plinth in the middle of the planted garden be refurbished, and that a newly designed sundial has the potential to be an attractive and fitting memorial, subject to a suitable design, installation and maintenance arrangement. The design could be run as a competition for young artists and sculptors in recognition of emerging talent.
5. Whilst the addition of new plaques to the existing Watts Memorial is not recommended for progression, the engraving of existing paving stones, in the style and lettering of the existing wall plaques, is an attractive alternative. A suitable craftsman will need to be identified, which again could be run as a competition with the identified candidate's services then being called upon on an as-needs basis.
6. In order to identify precisely which individuals would be suitable for recognition in the Park, it is proposed to draw up a simple set of criteria against which applications could be evaluated by a panel of Members and officers before being brought back to your Committee and other stakeholders for approval.

7. To progress the proposal, to ascertain what permissions, if any, are required, and to discuss design solutions, it is proposed that officers liaise with the following stakeholders:
  - Diocese of London
  - Diocese's Advisory Committee for the Care of Churches.
  - St Botolph's Without Aldersgate Church
  - Historic England
  - Barts NHS Trust
  - Watts Gallery
  - Friends of the Watts Memorial
8. Members should note that this is not intended as an exhaustive list but will help inform further stakeholders that should be consulted.
9. Furthermore, the condition and maintenance of the current Memorial was discussed with the Diocese and others. Whilst the maintenance of the Watts Memorial rests clearly with the Vicar and Churchwardens (as the Deed sets out), officers will explore the opportunity to work with the Friends of the Watts Memorial and the Diocese, using volunteers and others, to work towards removing the daily dust and grime from the Memorial, whilst complying with Listed Building Consent and any other permissions that may be required.

### **Corporate & Strategic Implications**

10. Financial implications – whilst the cost of engraving individual memorial paving stones may be met either by the applicant or by donations, the cost of running a design competition for the sundial, the cost of materials, installation and maintenance will be covered in future reports, once details have been finalised.
11. Resource implications – Member and Officer time is limited at present as the City seeks to finalise the Target Operating Model and prepare for the 2022 elections. However, the initial approaches to relevant stakeholders listed above should be accommodated to help progress this proposal ready for implementation in 2022, subject to Member approval.
12. Legal implications – Postman's Park has a mixed ownership, with part of the freehold held by the Vicar and Churchwardens of St Botolph's Without Aldersgate and part effectively under the control of the Diocese of London.
13. Whilst the City has the care and management of the Park under the Deed, its specific responsibilities relate to maintenance and upkeep and it is not clear whether those powers would extend to the installation of new memorials. Given that the Deed can be determined by the Vicar and Churchwardens giving notice, any proposals would have to proceed with the consent of all parties.
14. Whilst Postman's Park is characterised in the Deed as a disused burial ground, it is understood that parts of the Park may be consecrated ground for the purposes of section 11 of the Open Spaces Act 1906, and previous works have proceeded on

that basis. In that case the City may not exercise any of the powers of management under that Act unless and until they are authorised to do so by the licence or faculty of the bishop.

15. In addition to the Grade II\* listing for the Watts Memorial, the Church of St Botolph's Without Aldersgate is Grade I listed and the gates and railings at the entrance to the Park, next to the Church, are Grade II listed. A large section of the Park is also a Scheduled Monument, relating to the section of Roman wall and medieval bastion. This will need to be taken into account when locating any new memorials and seeking any Listed Building Consent and/or planning permission that may be required.
16. If the City's responsibilities in relation to Postman's Park are to be expanded, in terms of the installation of new memorials, etc. then the Deed ought to be updated to reflect that. This has been done with other churchyards, using the new template that has been agreed between the City and the Diocese.
17. Risk implications – none.
18. Equalities implications – none.
19. Climate implications – none.
20. Security implications – none.

## **Conclusion**

21. Whilst it may not be possible to add further plaques to the Watts Memorial, there are alternative solutions for recognising those that have given their lives in a respectful and fitting way that encompasses the reflective nature of Postman's Park whilst complementing the existing Memorial.
22. The addition of further memorials to create a central City memorial space would enhance the existing garden, adding interest, increasing footfall and dwell time, and highlighting it as a destination space for visitors. The proposals will require detailed consultation and the acquisition of all necessary consents.

Appendix 1 – Deed for the care and management of Postman's Park dated 2<sup>nd</sup> November 1961

## **Report author**

Martin Rodman

Superintendent of Parks & Gardens, Environment Department

E: martin.rodman@cityoflondon.gov.uk

T: 020 7374 4127

DATED 2nd November 1961

THE VICAR AND CHURCHWARDENS OF  
THE GUILD AND WARD CHURCH  
OF ST. BOTOLPH WITHOUT ALDERSGATE

- and -

THE MAYOR AND COMMONALTY AND  
CITIZENS OF THE CITY OF  
LONDON.

# Deed

- for -

the care and management of The  
Postman's Park, St. Botolph Without  
Aldersgate in the City of London.

P. 34-59.

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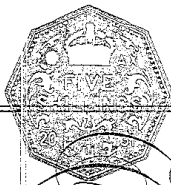
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# This Deed

THE SOLICITORS  
LAW STATIONERY SOCIETY LTD

is made the Second  
day of November One thousand

nine hundred and sixty one B E T W E E N THE REVEREND ROGER LEWIS ROBERTS, Master of Arts the Vicar of the Guild and Ward Church of St. Botolph without Aldersgate in the City of London (hereinafter called "the Vicar" which expression where the context admits shall include his successors in title) of the first part GORDON EDWARD MONAMY NORMAN of 2/5 Little Britain St. Martin's-le-Grand in the same City Chartered Surveyor and LEONARD DOUGLAS PEARCY of 96-100 Ironmonger Row in the Metropolitan Borough of Finsbury Builder being the present Churchwardens of the said Guild and Ward Church (hereinafter called "the Churchwardens" which expression where the context admits shall include the Churchwardens for the time being) of the second part and THE MAYOR AND COMMONALTY AND CITIZENS OF THE CITY OF LONDON (hereinafter called "the Corporation" which expression where the context admits shall include their successors in title) of the third part

W H E R E A S :-

- (1) The Vicar and Churchwardens have the management of the disused burial grounds of St. Botolph without Aldersgate Christ Church Newgate Street and St. Leonard Foster together with land fronting Little Britain and purchased out of moneys raised mainly by public subscription all which said burial ground and land are popularly known as The Postman's Park (hereinafter called "the Park") and for purposes of identification only are delineated on the plan annexed hereto and thereon coloured pink and pink hatched black
- (2) The Vicar and Churchwardens have requested the Corporation to take over the care and management of the Park and the Corporation have agreed so to do (except as hereinafter mentioned) pursuant to the provisions of the Open Spaces Act 1906 in manner hereinafter appearing
- (3) It is agreed that the Vicar and Churchwardens shall retain the care and maintenance and control of the Watts Memorial Cloister in the Park as shown on the said plan coloured pink and hatched black and the right to add thereto further commemorative tablets

N O W THIS DEED W I T N E S S E T H as follows :-

1. AS from the First day of October One thousand nine hundred and sixty one the Corporation shall pursuant to the provisions of the Open Spaces Act 1906 have the care and management of the Park (excluding the Watts Memorial Cloister and the right to add thereto further commemorative tablets as hereinbefore mentioned)

2. THE Corporation hereby covenant with the Vicar and as a separate covenant with the Churchwardens that they will carry out and be responsible for the following:-

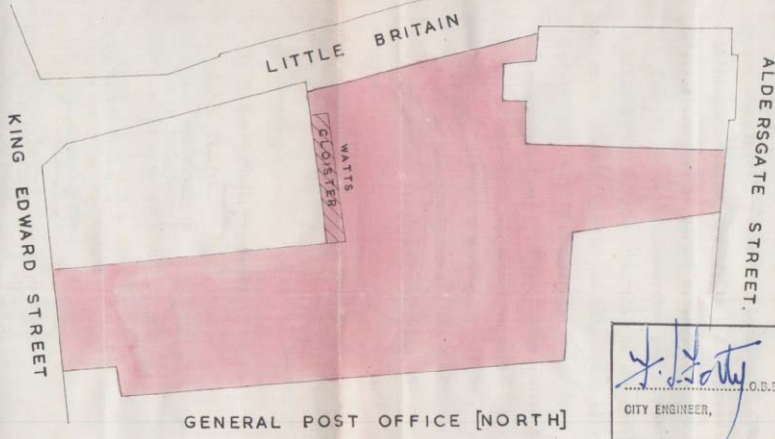
- (a) All cultivation grass cutting bedding out and pruning of trees and shrubs
- (b) Attending to the opening and closing of the Park at the times to be fixed by the Corporation in consultation with the Vicar and Churchwardens (the Park to be closed on Saturdays and Sundays unless otherwise agreed with the Vicar and Churchwardens) and supervision
- (c) Payment of the water rate
- (d) Maintenance of the fountain fishpond and fish
- (e) Maintenance of paths railings and seats excluding the seats being part of the Watts Memorial Cloister
- (f) All other works which are in the opinion of the City Engineer necessary for the proper upkeep of the Park excluding the Watts Memorial Cloister as aforesaid

3. THE Vicar and Churchwardens shall bear the cost of the care and management of the Park up to the sum of One hundred and twenty five pounds per calendar year beginning on the first April and ending on the thirty first March and the Corporation shall bear such annual cost exceeding the said sum of One hundred and twenty five pounds

4. THE Vicar and Churchwardens shall pay yearly on the first day of April in arrear to the Chamberlain of London at Guildhall E.C.2. the said sum of One hundred and twenty five pounds within thirty days of the demand therefor to be made by the Corporation the first payment to be made on the first day of April One thousand nine hundred and sixty two being the proportion from the first day of October One thousand nine hundred and sixty one until the thirty first day of March One thousand nine hundred and sixty two



# CORPORATION OF LONDON



*F. J. Forty*  
CITY ENGINEER,  
O.B.E., D. CO., M. INST. C.E.

## SCALE

44 FEET TO 1 INCH.

POSTMAN'S PARK

## PLAN No.

LIII/10/4

DATE APRIL '51

DRAWN BY

TRACED BY D.W.K.

CHECKED BY

F. J. FORTY

O.B.E., D. CO., M. INST. C.E.

CITY ENGINEER

GUILDHALL E.C.



5. IF either the Vicar and Churchwardens or the Corporation shall desire to determine this Deed on the Thirty first day of December in any year and shall give to the other party six months' previous notice in writing of such their desire then immediately on the expiration of such notice this Deed shall cease and be void but without prejudice to the rights and remedies of either party against the other in respect of any antecedent claim or breach of covenant

6. THE Vicar and Churchwardens for themselves and their successors in title hereby reserve the right to use the Park or any part thereof for or in connection with the activities of the said Church of Saint Botolph without Aldersgate at any time the said Vicar and Churchwardens making good any damage caused to the said Park during the use of the same for Church purposes

I N W I T N E S S whereof the Corporation have affixed their Common Seal and the Vicar and Churchwardens have hereunto set their respective hands and seals the day and year first before written

SIGNED SEALED AND DELIVERED )  
by the said REVEREND ROGER  
LEWIS ROBERTS in the presence )  
of :-

*Roger K Roberts*

Witness *x* *Ch. Flowerday* *x*  
Address *x* *59, Halkeney House, Myrtle St.*  
*London, N. 1.*  
Occupation *x* *Church Clerk*

SIGNED SEALED AND DELIVERED )  
by the said GORDON EDWARD  
MONAMY NORMAN in the presence )  
of :-

*G. E. M. Norman*

Witness *x* *W. Brookman* *x*  
Address *x* *59, Amberley Road*  
*Enfield*  
Occupation *x* *Clock-typist*

SIGNED SEALED AND DELIVERED )  
by the said LEONARD DOUGLAS  
PEARCY in the presence of :- )

*L. D. Percy*

Witness *x* *W. Brookman* *x*  
Address *x* *71, Perry Lane, Sutton Surrey*  
Occupation *x* *Surveyor*

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<b>Committee:</b>	<b>Date:</b>
Open Spaces & City Gardens	7 December 2021
<b>Subject:</b> City Gardens Update	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 9, 10, 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
<b>Report of:</b> Juliemma McLoughlin, Executive Director Environment	<b>For Information</b>
<b>Report author:</b> Jake Tibbetts, City Gardens Manager	

## Summary

This report provides an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since October 2021.

## Recommendation

Members are asked to:

- Note the report

## Main Report

### Current position

#### Finance

1. As detailed in the previous City Gardens update, the service commenced the 2021/22 financial year with £158k deficit of, as yet; unidentified savings, which equates to 9% of the total budget. The team is working to reduce this figure by generating additional income, minimising expenditure and holding temporary vacant posts. The team continue to explore other options to fully balance the bottom line.

## Personnel

2. A gardener at the Barbican has been seconded to the Barbican Conservatory until March, a temporary agency gardener has been secured and is in post. The City Gardens Project Officer post is still vacant, and the Project Manager has also handed in their notice and will be leaving mid-February. We have gained approval to recruit a Horticultural Project Manager which will contain aspects of both roles, it is unlikely that this will be filled before April. The TOM and the resulting structure will determine how the remaining responsibilities of these roles are delivered. For the time being workload is being absorbed by other staff in the City Gardens Team, notably the City Gardens Manager and the Technical Manager.

## Procurement

3. Tree procurement tender – responses to the tender have been received and are currently being assessed.

## Operational Activities

4. **Climate Action Strategy:** City Gardens have secured funding from the Climate Action Group to deliver a climate resilient planting scheme in beds along the river in front of the Boys' School. This project will commence in December and is on track to be completed by the end of this financial year. City Gardens have met with the school to look at how the students can be involved with monitoring the success of the plants and different approaches to planting.
5. City Gardens are working with the Climate Action Group to assess utilising the network that monitors and controls street lighting within the City to carry out various monitoring functions. These will be trialled at the Boys' School project as well as Cheapside sunken Garden. The aim is to enable more efficient use of water, by only watering when required rather than on a timed programme as they are currently.
6. **Biodiversity Action Plan:** The final design of this document has been delayed. It is anticipated that the document will be delivered in January.
7. **St Dunstan's in the West:** Hoarding and scaffolding is to be installed inside the gardens to facilitate the development at 100 Fetter Lane. The Large London Plane tree nearest the development will also be pruned back to allow room for the scaffolding. The cost of replacement planting will be met by the developer.

## Project Updates

8. **Guildhall North Piazza:** The re-planting of the bed outside of the main entrance that was stripped out and repaired due to drainage issues has now been completed.

9. **2-6 Canon Street (phase 2) Old Change Court/St Nicholas Cole Abbey:** Work is progressing on site; drainage is an issue that is presenting challenges that we are working to overcome with colleagues within the Environment Department.
10. **Greening Cheapside Phase 1B (Sunken Garden)** This project looks to redesign this area and to introduce a sustainable urban drainage scheme is anticipated to start in the spring of 2022. The City are working with Kings College who have installed remote sensors into this site as a test, to measure temperature and soil moisture before and after the project.
11. **Finsbury Circus Reinstatement Project:** The planning application was submitted at the beginning of September and the decision is still awaited. The contract to build the new garden and pavilion is prepared and ready to tender subject to a favourable outcome.
12. **Tower Hill Playground:** The gateway 5 report was approved by Projects Sub-Committee in November. Anticipated competition of the new playground is Autumn 2022.
13. **Jubilee Gardens:** Investigations works including trial holes have now been carried out and the final scheme is being developed.
14. **Bank Junction:** The final scheme is currently being developed, City Gardens are working with the design team to ensure that maintenance of this scheme delivers value for money and covers a twenty-year period.
15. **Barbican Podium Phase Two:** City Gardens are part of the design consultation team for this project that seeks to significantly increase the amount of green infrastructure in this area, working closely with the appointed designer to ensure that the scheme delivered is sustainable and presents value for money.

## **Planning**

16. A list of planning applications that have been received since the last Committee meeting can be found in Appendix 1.

## **Community, Volunteering and Events**

17. The Friends of City Gardens held a successful corporate volunteering day at Bunhill Fields in November with MACE. Leaves were cleared and Bulbs planted.

## **Appendices**

Appendix 1 – List of planning application Open Spaces consultations to November 2021

**Jake Tibbetts**

City Gardens Manager

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# APPENDIX 1 - Planning Application Open Spaces Consultations to November 2021

Application number	Location	Description
PT_BXD/21/00807/FULL	Tenter House 45 Moorfields London EC2Y 9AE	Replacement of existing railings and plinth surrounding the car park ramp, replacement surface treatment to the car park ramp and bell mouth, and replacement surface treatment to the pedestrian accesses to City Point Plaza, including revisions to levels and gradients, a new pedestrian ramp, new public seating and planting and associated works to public highway.
PT_GHS/21/00861/MDC	100 And 108 Fetter Lane London EC4A 1ES	Submission of details of an Arboricultural Report pursuant to condition 2 of planning permission dated 30/09/2021 (app. no. 21/00454/FULMAJ).
PT_AS/21/00815/FULL	City Point 1 Ropemaker Street London EC2Y 9AW	Temporary installation of sculptures for a temporary period between 29th November 2021 and 16th January 2022.
PT_LZR/21/00799/FULL	1 London Wall Place London EC2Y 5AU	Installation and display of two illuminated sculptures for a temporary period between 29.10.2021 and 30.01.2022.
PT_CL/21/00783/FULL	St Brides House 10 Salisbury Square London EC4Y 8EH	Refurbishment and extension of the building including new hard and soft landscaping and other works.
PT_AS/21/00930/FULL	1 Exchange Square London EC2A 2JN	Part demolition of the site for the refurbishment and extension to the existing facades facing onto Exchange square and Bishopsgate and other works including, public realm improvements and external terraces.

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