



Open Spaces and City Gardens

Date: THURSDAY, 6 OCTOBER 2022

Time: 10.00 am

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

Members:	Caroline Haines (Chair)	Wendy Mead
	Andrew McMurtrie (Deputy Chairman)	Benjamin Murphy
	Deputy Graeme Doshi-Smith	Oliver Sells KC
	Alderman Ian David Luder	Alderman Gregory Jones KC
	Catherine McGuinness	William Upton KC

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
<https://youtu.be/QGhC-KXy0ss>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic 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 minutes and non-public summary of the meeting held on 7 July 2022.

For Decision
(Pages 5 - 10)

4. **VOTE OF THANKS - ASSISTANT DIRECTOR OF COMMONS**

Executive Director Environment to be heard.

Charity Items

5. **NATURAL ENVIRONMENT CHARITY REVIEW**

Report of the Executive Director Environment.

For Information
(Pages 11 - 18)

6. **CHARITY REVIEW FINANCES**

Report of the Executive Director Environment (*To Follow*).

For Information

7. **RISK MANAGEMENT UPDATE**

Report of the Executive Director Environment.

For Information
(Pages 19 - 46)

City Gardens

8. CITY GARDENS MANAGER'S UPDATE

Executive Director Environment to be heard.

For Information

Open Spaces

9. DIRECTOR'S REPORT

Report of the Executive Director Environment.

For Information
(Pages 47 - 56)

10. SUMMARY OF NATURAL ENVIRONMENT AWAY DAY

Report of the Executive Director Environment.

For Information
(Pages 57 - 90)

11. OPERATIONAL PROPERTY REVIEW - IRISH CHAMBERS

Report of the Executive Director Environment.

For Decision
(Pages 91 - 96)

12. LEVELLING UP AND REGENERATION BILL

Report of the Remembrancer.

For Information
(Pages 97 - 100)

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

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

Part 2 - Non-Public Agenda

15. 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

16. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 7 July 2022.

For Decision
(Pages 101 - 102)

17. CHARITIES REVIEW UPDATE

Report of the Managing Director Bridge House Estate.

For Information
(Pages 103 - 108)

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

19. 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 Thursday, 7 July 2022

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 7 July 2022 at 10.00 am

Present

Members:

Caroline Haines (Chair)
Andrew McMurtrie (Deputy Chairman)
Deputy Graeme Doshi-Smith
Alderman Ian David Luder
Catherine McGuinness
Benjamin Murphy
Oliver Sells QC
William Upton QC (Ex-Officio Member)

Observers:

Catherine Bickmore
Paul Morris

Officers:

Sally Agass	- Director, Natural Environment
Chloe Ainsworth	- Town Clerk's Department
Ben Dunleavy	- Town Clerk's Department
Joanne Hill	- Markets and Consumer Protection
Ian Hughes	- Director, Built Environment
Katie Lawman	- Environment Department
Juliemma McLoughlin	- Executive Director, Environment
Edward Wood	- Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies were received from Alderman Greg Jones.

Wendy Mead was in attendance virtually.

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

There were no declarations.

3. MINUTES

RESOLVED – The public minutes and non-public summary of the meeting held on 29 April 2022 were approved as a correct record, subject to the following amendments:

- Catherine Bickmore was recorded as attending the meeting as an observer.

3.1 **Matters Arising**

The Committee received an update from the Executive Director of Environment on the following points:

- a) Members were informed that it would not be possible to relocate the loading and unloading area for the construction site at the western part of Finsbury Circus. As an interim measure it was proposed that infrequently used public seating be relocated to allow vehicle access.
- b) In relation to the Finsbury Circus Crossrail scheme, Members were informed that discussions to secure additional funding to cover the increase in cost were underway and that Members would be provided with a progress update when this information is available.
- c) Members were informed that Postman's Park is not receiving any new additions to the memorial and that Officers were exploring alternative options. Members were also informed that Officers were developing a policy in relation to memorialisation to ensure a consistent approach.

In relation to the above, the Committee discussed the following points:

- a) That there may be greater demand for the public seating in the western part of Finsbury Circus when Finsbury Circus Park is closed for construction.
- b) A Member informed the Committee that he had been in discussions with the NHS and the Church about an NHS memorial and it was agreed that the Member should update the relevant officer on his progress.

4. **OPEN SPACES CHANGE OF NAME REPORT**

The Committee considered a report of the Executive Director Environment concerning changing the name of the Open Spaces and City Gardens Committee.

Members agreed that the new name of the Natural Environment Board was a more accurate reflection of the work of the Committee.

In response to a question, Members were informed that there would be a charity review which would consider the position of West Ham Park under the new operational structure.

Members expressed concern about the future of the governance of the City's open spaces. A Member noted that the responsibilities of audit, HR and finance sit outside the remit of the Committee, and Members discussed the importance of carefully developing the new Terms of Reference to address the relationship of the Committee and those functions.

Members were informed that the Port Health and Environmental Services Committee's aim includes safeguarding the air quality and the quality of the environment in the open spaces of the City.

The Chair reminded the Committee that, today, Members were only asked to instruct Officers across the Environment Division to begin developing a new Terms of Reference and that the Committee would be asked to discuss the proposed new Terms of Reference in more detail at a future meeting.

RESOLVED, that –

- a) Members approved the change of name for onward approval by the Court of Common Council and notification to the Charity Commission for change of name on the Charity Register.
- b) Officers were instructed to develop new Terms of Reference in line with the emerging Natural Environment strategies and in accordance with the requirements of the Charity Commission for consideration at a future Committee.

5. DIRECTOR'S REPORT

The Committee received a report of the Executive Director Environment providing Members with a draft events calendar and draft dashboard for the Natural Environment Division. The Committee agreed that the provided drafts were very helpful.

This report and the Revenue Outturn 2021/22 report were taken together and notes of the discussion can be found under Item 6.

RESOLVED – That the report be noted.

6. REVENUE OUTTURN 2021/22

The Committee received a joint report of the Chamberlain and Executive Director Environment concerning the revenue outturn for the services overseen by the Open Spaces and City Gardens' Committee. This report was taken together with the Director's Report at Item 5.

A Member requested more detail about the production of income in the City's open spaces. Members noted that some of this information is confidential and that financial oversight of the open spaces lies with the Finance Committee. Members were informed that they utilise a strategy for the generation of charity income.

A Member stated that while currently the Corporation operates on the basis of deficit funding, it is possible that this could change to grant funding in the future, and that, in these circumstances, the strategic financial oversight would move to this Committee.

Members were informed that as part of the charity review, Officers are looking at the use of deficit funding and capital funds going forward.

The Committee noted that at page 18 of the agenda the text reads that the development at the West Ham Park nursery site has been approved when it should read that the *option* has been approved.

RESOLVED – That the report be noted.

7. QUEEN'S GREEN CANOPY REPORT

The Committee received a report of the Executive Director Environment concerning the management and operational activities for the Queen's Green Canopy, a tree planting initiative in the City.

In response to a question, Officers informed the Committee that they would explore whether the Corporation was eligible for carbon credits.

In response to a query from the Chair of the Hampstead Heath Committee, Members were informed that the plans for tree planting at Hampstead Heath were in the preliminary stages and that a proposal was being developed in conjunction with the Assistant Director of Hampstead Heath to determine whether the plan was possible. It was confirmed that a meeting would be set up with the Chair of the Hampstead Heath Committee at an appropriate point if the plans were to progress.

The Committee agreed that it would be important to obtain a wider policy perspective before progressing these plans.

RESOLVED – That the report be noted.

8. SUMMARY OF NATURAL ENVIRONMENT AWAY DAY

The Committee considered a report of the Executive Director Environment which provided a summary of the first Natural Environment away day and shared the outcome of the discussions held on the five strategies that had been proposed.

The Executive Director Environment thanked Members for their participation in discussions during the away day, which provided firm direction for the strategies listed in the report.

The Committee agreed on the need to use SMART goals when drafting the strategies to avoid repetition.

In response to a query, Members were informed that Officers were developing an action plan to explain how the strategies will be delivered. Members were also informed that the action plan will feed into the Natural Environment dashboard.

A Member proposed that the visitor strategy should be changed to 'visitor experience strategy' and that 'community strategy' should be renamed to 'community and stakeholder engagement strategy' to reflect its large remit including internal communications, public communications and marketing. The

Member noted that a large part of conservation is planning and stated this should be reflected in the title of the conservation strategy.

RESOLVED, that –

- a) Members noted the summary of the away day held on 20 June 2022.
- b) Members instructed officers to develop the five draft strategies and to bring them back to a future committee for endorsement.

9. **OPEN SPACES DEPARTMENTAL BUSINESS PLAN 2021/22**

The Committee received a report of the Executive Director Environment reviewing the Open Spaces Department's delivery of its 2021/22 Business Plan. This report and the Risk Management Update Report were taken together and notes of the discussion can be found under Item 10.

RESOLVED – That the report be noted.

10. **RISK MANAGEMENT UPDATE REPORT**

The Committee received a report of the Executive Director Environment detailing the risk management procedures in place within the Environment Department and how risk is effectively managed. This report was taken together with the Open Spaces Departmental Business Plan 2021/22 at Item 9.

Members were informed that they would receive a full risk register in the report in October.

A Member stated that the Natural Environment Cross-Divisional Risks table in Appendix 2 of the Director's Report should include three additional columns: target risk; target date to achieve this; and flight path, showing the history of the risk.

The Member was concerned that there had been little improvement to the Wanstead Park Reservoirs risk for an extended period of time and questioned whether the City Corporation was taking sufficient steps to address this. The Member noted that studies and modelling phases had taken place and stated that an action plan and timetable should now be established so that appropriate resources can be allocated.

The Committee noted that there had previously been an under-reporting of risks and shared the concern raised. A Member noted the current challenges facing the Natural Environment Department, including ambiguous reports from engineers, conflicting recommendations and the unpredictability of the natural environment.

The Committee was informed that full risk report would include the flight path of the risk, target date and details of the action currently being taken.

The Committee was also informed that they the Natural Environment Division have employed a staff member to conduct an audit of unknown risks.

RESOLVED – That the report be noted.

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

There were no questions.

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

There was no other business.

13. 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.

14. NON-PUBLIC MINUTES

RESOLVED – The non-public minutes of the meeting held on 29 April 2022 were approved as a correct record.

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

There were no questions.

16. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

The meeting ended at 11.21 am

Chairman

Contact Officer: Chloe Ainsworth
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Committee(s): Epping Forest and Commons Committee Hampstead Heath, Highgate Wood and Queens Park Committee Open Spaces and City Gardens Committee West Ham Park Committees	Dated: TBC 05/10/2022 06/10/2022 06/10/2022 For information
Subject: Natural Environment Charity Review Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 5, 8 and 12
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment	For Information
Report author: Sally Agass Director of Natural Environment	

City's Corporate Plan

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 the world's best legal and regulatory framework and access to global markets.*
7. *We are a global hub for innovation in finance and professional services, commerce and culture.*
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*

Summary

The Natural Environment Division of the Environment Department owns nine open spaces outside the boundaries of the City of London and manages the nine charities associated with these Open Spaces, the governance of which is via five Grand Committees. The Corporation as the sole trustee of all the charities and has a duty to act in the best interest of the charity and to ensure that each charity is compliant with the Charity Commission requirements for fiscal, governance and statutory duties.

In order to ensure ongoing compliance, the report details the actions to be taken to ensure that our charities are fit for purpose to meet the changing environment in which we operate. It is the first of a series of reports that will be brought to this committee as the review progresses.

As work is progressing on all aspects of the review Members will be verbally updated at the meeting of further progress against specific items.

Recommendation(s)

Members are asked to:

- Note the information and charity review actions and timescales detailed in this report
- Note the information with reference to the Operation Resourcing Section of this Charity review which, if there any questions from Members with reference to the structure they will be taken in non-public.

Main Report

Background

Corporate Charity Review

In July 2019, the City Corporation resolved that a comprehensive Corporate Charities Review (CC Review) should be undertaken, building on recommendations from previous corporate Charity Reviews to ensure that each charity within scope of the Review was, and continues to be, well managed and governed, and achieves maximum impact for its beneficiaries. In so doing the CC Review is drawing upon the experience and learning of the separate Bridge House Estates (BHE) Governance Review.

The Natural Environment Charities are in scope of the CC Review and we are working closely with that team to move forward with the Natural Environment Charity Review. A Corporate Charity Review Paper is included on this agenda giving further details.

The CC Review Team is supporting the Natural Environment division to plan and implement the divisional charity review, building on the successful charitable review of Bridge House Estates, and the wider work of the CC Review. This draft work sets out the approach and actions to be taken and identifies the four key areas under review and the tasks/actions and resources anticipated to be required to achieve compliance

and best value over the next five years. No doubt gaps and additions will be added as we progress, but this is stage 1 of an important process.

Current Position

To date the following areas and key tasks have been shared with the Corporate Charity Review and agreed:

1. Governance
2. Strategic
3. Operations – Finance
4. Operations - Resourcing

The table 1 below illustrates the detailed actions that need to be completed.

Key Areas	Tasks/Actions
Governance	Review the governing documents and make recommendations for the governance for each charity to ensure fit for purpose taking account of Charity Act 2011, Open Spaces Act and Epping Forest Act. Take through Charity Commission process
	Examine regulatory compliance of Corporation acting as sole Charitable Trustee
	Review and make recommendations renumber of charities and opportunities, possible mergers – review governance documents for express power to merge
	Research alternative governance arrangements
	Consider applying to Charity Commission for Uniting Order if mergers considered inappropriate for whatever reason
	Review and make recommendations for Buffer Land and rights to develop, clarify status of buffer lands
	Committee structure – consider the number and membership of the committees
	Reflect the Terms of Reference to include Charitable status obligations and reflect strategic role of Natural Environment Board
	Examine policy of Conflicts of Interest both within and across the various charities, the committees that service the charities
	Register with Land Registry those open spaces not currently registered
	Options for creating trading companies per charity
	Recommendations re Delegated Authorities
	Examine legal framework for additional purchases of additional land
	Legal duties of Charity Members/ observers to ensure regulatory compliance and accountability
	Provision of training for Members re Charitable duties and responsibilities including understand Member Insurance cover
	Development of best practice policies
	Consistent approach to reporting KPI's and evaluating outcomes against the Charitable objectives to committee

Strategic	Marketing and Branding development plan to identify the 'story' of Natural Environment through its strategies
	Further develop the five draft strategies and take through adoption committees
	Consultation with stakeholders affected
	Consider further strategies in line with corporate strategies and the needs of the open spaces
	Research strategic work undertaken by comparable organisations
	Cost benefit analysis of proposed strategies
Operational Finance	Research and develop models of funding
	Develop Charity Income Strategy
	Develop committee reporting process, timings and formats for reporting each charity actual against budget
	Undertake Review and make recommendations for revenue deficit funding model
	Develop internal SLA's for expenditure
	Agree principles and policy of carry forward for no donation/legacy
	Provide training for staff on finance for non-finance managers and on new/existing systems for reporting and monitoring budgets
	Establish principles of reinvestment of capital receipts
	Agree values and deliverable of internal service level agreements
	Revise programme and presentation of financial information to Committees
	Continue risk management new reporting and classification of risks
	Review and make recommendations for Reserves Policy
	Ensure compliance of Charitable Income Strategy with Corporate Finance Policies and procedures and due diligence tests applied to capital bidding process
	Quantify Social Value elements of service provision
Operational Resourcing	Prepare phase two TOM report including shared services to achieve efficiency and take through Operational Strategy Group
	Establish principle of creating efficiency through the use of IT. Prepare costs of proposals
	Prepare in partnership with AD's the JD's and PS ensuring consistency
	Consult with staff and Trade Unions
	Develop a volunteer/secondment strategy to encourage local commitment to the charity in line with achieving efficiency and service improvement
	Operational Framework to develop a staff development pathway and training programme to ensure minimise staff turnover
	Establish % ratio of operational costs v furthering the activities and objects of charity
	Review and make recommendation for each Charity recharge to corporate for services provided

Table 1

Timeline

There is no quick fix to the completion of this review, and it is anticipated that 18mths to 2 years will be needed to complete and start the implementation.

Regular reports on progress will be brought back to each charity committee. This will enable Members to monitor progress against a timeline which is being compiled per action and will be reported to committee.

Support for the process

A project team has been put together under the leadership of the Director of Natural Environment and includes a dedicated charity finance manager, a dedicated HR person soon to join the team for the Operational Resourcing which will deliver the Phase 2, Target Operating Model (TOM), a specialist charity governance advisor has taken up post and will be working with support from City Solicitor's department.

Overall, the process is supported by the Corporate Charity Group as their lessons learn in delivering the changes at the Bridge House Estates and other Corporation Charities is invaluable. The strategic element is being supported by the Natural Environment Assistant Directors who have each adopted a strategy.

Progress to date

- 1. Governance** - the first major task has been the review of all the governing documents, the statutes and the Acts relating to open spaces as the legislation determines how we frame the revised Terms of Reference for each committee. The first draft of the Terms of Reference for the Natural Environment Board is with legal to review to ensure compliance with the Corporation governing documents, the legal acts and statutes. The draft Terms of Reference will be reported to the Natural Environment Board in October 2022 subject to legal agreement. The report will then be amended, if necessary to take account of the individual circumstances per charity and reported to those committees.

It should be noted that whilst each action is listed separately there is considerable overlap between the elements within each of the four sections as well as overlap between the four sections. Therefore, progress on one significant element does mean steps are underway in other areas as well.

2. Strategic

The five strategies:

- Conservation and Nature Resilience
- Visitor, sport and leisure
- Community
- Charity Income
- Education and Learning

that were considered at the Natural Environment Away Day have all been further developed in response to feedback and will be presented to the October 2022 Natural Environment Board and then on to each Committee.

One change has been the Visitor Strategy now includes Sport and Leisure and consideration is being given to how to include our heritage assets.

3. Operational Finance

A working group including Chamberlains, Corporate Charity Group and the Bridge House Trust is being set up to examine the options to make changes going forward. This has to include the use of capital receipts currently place on deposit as endowment funds, the use of deficit funding taking account the ability or otherwise of each individual charity to raise income.

The guiding principle is that the Trustee, the Corporation must act in the best interests of the Charity. As soon as the options are identified a full report will come back to each charity.

4. Operation Resourcing

Good progress has been made on the Phase 2 TOM proposed structures which have been shared informally with the Chairs and are currently being refined by the Assistant Directors, The Assistant Director, Business Services has been appointed to project manage the process which is outlined as follows:

- The draft communication plan includes a video recording for all staff from the Executive Director, a staff comments inbox, posters with FAQ's will be sent to the sites regularly, this process will start at beginning of September 2022 when the majority of staff will be back from leave. Note this is not the formal consultation stage but an opportunity for staff and unions to be kept informed of progress.
- The proposed structures will go before a, to be arranged, Design Principles Panel to ensure compliance with the design principles established and complied with at Phase 1 TOM. Note- the Commons structure was agreed as part of Phase 1 TOM which means that as far as is practicable, taking account of the differences between our charities, the remaining subdivisions will seek to be consistent across the Natural Environment Division.
- The report will go to the Corporate Services Committee (previously known as Establishment) in December 2022
- The proposed structure will be shared with staff in January 2023 which will be the start of the formal consultation stage and will include the unions.

Until then vacancies will continue to be filled on a FTC basis.

Options and proposals

The recommended course of action is for the charity review to progress in order to ensure that each charity has the right resources to deliver the objects of the charities and strategies and is financially enabled to do.

Key Data

Not relevant at this stage but will be reported on as appropriate for each section of the Charity Review

Corporate & Strategic Implications

Strategic implications – Explain and provide assurance about how this proposal aligns with and will support the delivery of the Corporate Plan, any relevant corporate strategies and any relevant regional / national policies / international agreements.

Financial implications

Resource implications

Legal implications

Risk implications

Equalities implications

Climate implications

Security implications

All of the above will be addressed as the review progresses and will be reported on going forward.

Conclusion

This Charity Review is a complex and challenging piece of work that is essential to ensure compliance of the Trustee to the Charity Regulations and the various Acts and Statutes that apply. This review is long overdue and as underway will address long standing problems and issues the end result of which will be a Natural Environment division of the Environment Department that will address the modern challenges faced by the open spaces.

Appendices

None

Background Papers

None

Sally Agass, interim Director of Natural Environment

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Committee(s)	Dated:
Open Spaces and City Gardens Committee	6 October 2022
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment	For information
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report provides the Open Spaces and City Gardens Committee with assurance that risk management procedures in place within the Environment Department are satisfactory and that they meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

Following the formation of the Environment Department in April 2022, a detailed review of all risks has been undertaken with risk owners and management teams across the Department. The outcome of this review is reflected in the risk registers presented in this report and its appendices.

Risks which were formerly categorised as Open Spaces departmental risks are now held in a Natural Environment Cross-Divisional risk register. A separate risk register is held for City Gardens, which has transferred to the City Operations Division of the Environment Department. Both of these risk registers are summarised in this report and provided in full in its appendices.

Recommendation

Members are asked to:

- Note the content of this report and the action being taken to effectively manage risks, including the recent review of risks and risk management processes across the Environment Department.

Main Report

Background

1. The Risk Management Strategy of the City of London Corporation requires each Chief Officer to report regularly to Committee on the risks faced by their department.

2. Risk owners are consulted, and risks are routinely reviewed, with the updates recorded in the corporate risk management information system (Pentana).
3. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Your Committee will be presented with relevant risk registers every six months which fulfils this requirement.
4. The Executive Director assures your Committee that all risks held by the Natural Environment Division and City Operations Division continue to be managed in compliance with the Corporate Risk Management Framework and, where applicable, with the Charities Act 2011.
5. The requirements of the Charities Act 2022, which is due to be implemented over the coming year, will be monitored. Should there be any implications for the management and reporting of risks, processes will be amended as necessary to ensure continued compliance with the appropriate legislation.

Current Position

6. Over recent months, a full review has been undertaken of all risks and risk management processes across the Environment Department. The outcome of this review is reflected in the risk registers presented in this report.
7. The scores, descriptions and mitigating actions of all risks have been fully reviewed and updated; they have been assessed in accordance with the City of London's Risk Matrix (Appendix 1). New risks have been added where necessary and others have been removed.
8. The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. The Cross-Divisional risks are summarised in this report and the detailed register is presented at Appendix 2.
9. Each of the Natural Environment charities holds its own risk register which is reported to its respective Committee.
10. City Gardens is now part of the City Operations Division and its risks are held in a separate risk register which is summarised in this report and provided in full at Appendix 3.

Natural Environment Cross-Divisional Risks

11. The Cross-Divisional Risk Register of the Natural Environment Division contains top, strategic, risks, such as those on key projects. Other risks on the register are those which are common to most or all sites: individual charities hold their own local risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.

12. The Cross-Divisional risks are owned by the Natural Environment Director who reviews them regularly along with her Senior Leadership Team.
13. The Register contains four RED risks and three AMBER risks as summarised below and included in full at Appendix 2:
 - **ENV-NE 001:** Health and Safety (RED, 24)
 - **ENV-NE 003:** Repair and maintenance of buildings and structural assets (RED, 24)
 - **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
 - **ENV-NE 004:** Pests and diseases (RED, 16)
 - **ENV-NE 002:** Extreme weather and climate change (AMBER, 12)
 - **ENV-NE 005:** Impact of development (AMBER, 12)
 - **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)
14. The Wanstead Park Reservoirs risk (ENV-NE 007) is managed jointly with the City's Building Control Service. A full report on this project will be presented to the next meeting of the Epping Forest and Commons Committee.
15. ENV-NE 009 has been added to the register to address the risk of failing to implement the Charity Review by the required deadline. The Director leads on the review and regular reports on the progress of the programme will be presented to all Natural Environment Committees.
16. ENV-NE 002 addresses the risks associated with extreme weather and climate change. This includes the risk of fire which, despite the increased probability over recent months, has been contained as a result of the successful implementation of mitigating actions at each site. This is kept under continual review at a local and cross-divisional level and further actions to manage the risk will be taken as necessary.

City Gardens Risks

17. City Gardens is now part of the City Operations Division of the Environment Department, alongside Cleansing Services. The City Gardens Risk Register contains five RED and three AMBER risks owned and managed by the City Gardens Manager and his Management Team.
 - **ENV-CO-GC 010:** Finance – Budget pressure (RED, 16)
 - **ENV-CO-GC 015:** Electric vehicles (RED, 16)
 - **ENV-CO-GC 016:** Staff resources (RED, 16)
 - **ENV-CO-GC 017:** Decline in condition of assets (RED, 16)
 - **ENV-CO-GC 018:** Anti-social behaviour (RED, 16)
 - **ENV-CO-GC 011:** Tree and plant diseases and other pests (AMBER, 12)
 - **ENV-CO-GC 012:** Climate and weather (AMBER, 12)
 - **ENV-CO-GC 009:** Health and Safety incidents (AMBER, 8)

Risk Management Process

18. Risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
19. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system (Pentana).
20. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and the requirements of the Charities Act 2011.

Identification of New Risks

21. New and emerging risks are identified through several channels, including:
 - Directly by senior management teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services. For example, changes to legislation, accidents, severe weather events.

Corporate and Strategic Implications

22. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
23. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being considered as part of the development of the Natural Environment and City Operations Divisions' emerging strategies.
24. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

25. The proactive management of risk, including the reporting process to Members, demonstrates that the Environment Department is adhering to the requirements of the City of London Corporation's Risk Management Framework and the Charities Act 2011.

Appendices

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2 – Natural Environment Cross-Divisional Risk Register

- Appendix 3 – City Gardens Risk Register

Contact

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City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

Likelihood	Impact				
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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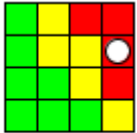
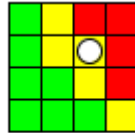
Natural Environment Cross-Divisional Risk Register (excluding completed actions)

Report Author: Joanne Hill

Generated on: 05 September 2022



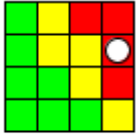
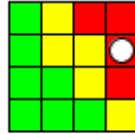
Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 001 Health & Safety Page 27	<p>Causes: The operation of vast, widespread and diverse public green spaces carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors.</p> <p>Event: Incident or accident with health and safety implications.</p> <p>Impact: Injury or death of a member of the public, volunteer, staff or contractor.</p>	 <p>Likelihood</p> <p>Impact</p>	24	<p>Due to the nature of our sites and the types of activities carried out, many of our risks have potential health and safety impacts, e.g. the risks of climate change and weather; pests and diseases; repair and maintenance of buildings; water bodies. There are also ongoing health and safety risks associated with, for example, staff, volunteers and contractors adopting safe working practices and members of the public disregarding safety advice.</p> <p>This consolidated, cross-divisional, risk has been assessed as Red 24 (Possible; Extreme) due the wide range of health and safety related risks across the division.</p> <p>Some of the relevant factors are beyond our control (e.g. severe weather events), but each site has appropriate actions in place to mitigate the health and safety impacts of their risks as far as possible. We therefore aim to reduce this cross-divisional risk to</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2023	

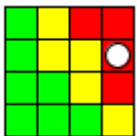
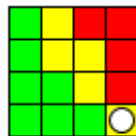
Appendix 2

30-Aug-2017 Sally Agass				Amber 12 (Possible; Major). 25 Aug 2022				
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 001a Regular review and monitoring	Regular review and monitoring of health and safety risks held by individual sites.	The Director keeps the health and safety risks of individual sites under review. Major health and safety risks are identified and discussed at Senior Leadership Team meetings.	Sally Agass	25-Aug-2022	31-Mar-2023
ENV-NE 001b Health and Safety support and advice	Seek support and advice from Departmental Health and Safety Manager and other relevant health and safety resources.	The Environment Department's Health and Safety Manager is and actively engaged in assisting sites to identify and manage their health and safety risks. Relevant staff are members of departmental and divisional health and safety groups at which issues are discussed, knowledge shared, and advice and support provided.	Sally Agass	25-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 003 Repair and maintenance of buildings and structural assets <div>Page 29</div> <div>20 Aug-2017</div> <div>Sally Agass</div>	Cause: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites. Reduced CWP budget and limited capital programme. Event: Fail to meet statutory regulations and checks. Operational, residential or public buildings deteriorate to unusable/unsafe condition. Impact: Potential serious health and safety risks including fatality or serious injury to users. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation and poor customer satisfaction; increased requirement and costs for reactive maintenance and lack of budget to replace. Delays will have operational impact. Poor condition of assets, loss of value, permanent closure.	 Likelihood	24	Each charity has its own local risk and associated mitigating actions on this subject which the Director keeps under regular review. This consolidated, cross-divisional risk has been assessed as Red 24 (Possible; Extreme) due to increasing concerns about the lack of repair and maintenance being carried out across all Natural Environment sites. We accept that the ability to reduce the risk is currently beyond our direct control. However, we keep the situation under continual review and liaise with the City Surveyor's Department to raise concerns and emphasise the need for improvements. 25 Aug 2022	 Likelihood	24		
							Accept	

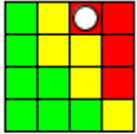
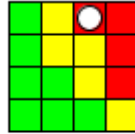

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 003a	Liaise with City Surveyor's Department and other internal departments to press for action to be taken especially in regard to the most urgent issues.	The Director has recently commenced a review of roles and responsibilities with City Surveyor's Department.	Sally Agass	25-Aug-2022	31-Dec-2022
ENV-NE 003b	Keep risk under regular review and monitor the actions and progress of each Natural Environment site.	This is a standing agenda item for discussion at all Senior Leadership Team meetings.	Sally Agass	25-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 007 Wanstead Park Reservoirs (formerly CR32) <div>Page 30</div>	Cause: Gradual deterioration of the fabric of the reservoirs and / or excessive rain. Event: Risk that the reservoirs may overtop and be washed away, leading to a cascading breach. Impact: <ul style="list-style-type: none"> • Potential for loss of life or injury to staff/residents. • Legal action by the Environment Agency. • Low level flooding of the park and surrounding residential/commercial areas. • Damage to a listed landscape. • Requirement for significant immediate CoL funds to repair damage. • Civil claims/financial loss claims made from residents/ businesses. • Adverse effect on the reputation of the City corporation (local/national media interest). • Park closed for several weeks. 	<div> <div>Likelihood</div>  <div>Impact</div> </div>	24	<p>Engineering study completed November 2020 recommended a lower level of activity required than originally envisaged. While the LRR's are classified as High risk under the Reservoirs (2010) Act, their Dam Category of C or D means that the outcome of failure is relatively small. A further additional assessment of the interaction between the River Roding and Ornamental Waters has been undertaken.</p> <p>The project progressed through Gateway 3 in late November 2021.</p> <p>Outline options are continuing to be developed. One option is to do just the reservoir safety works recommended in the 2020 study. Another option is to do the reservoir safety works as well as water balance interventions to assist with long term safety management of the lakes; this includes commissioning a water balance assessment to consider what water budget interventions could be made to minimise the risk of the dams drying out.</p> <p>A consultant has been appointed to produce designs for a SuDS scheme within the park as part of the GLA's 'Green and Resilient Places' development funding.</p> <p>In October 2021, a weekly inspection of the Perch Pond dam revealed a leak in the vicinity of the outflow structure. This is under review and the supervising Panel Engineer has been consulted.</p>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	8	30-Jun-2024	
							Reduce	
09-Dec-2019				25 Jul 2022				

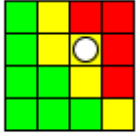
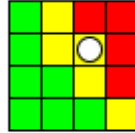
Appendix 2

Sally Agass							
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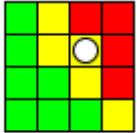
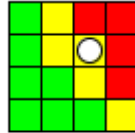
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 007d Environment Agency Actions	Confirm to EA that measures in the interest of safety have been completed.	Project is now progressing through detailed options to Gateway 4.	Tim Munday	25-Jul-2022	23-Nov-2022
ENV-NE 007g Gateway 4 report to request funding to progress chosen option to detailed design	Outline options under consideration with procurement of professional expertise to refine options.	<p>The water balance assessment is being delayed following difficulties in finding a consultant. It is now proposed to do this following Gateway 4 (if this option is taken forward) as part of any exercise necessary to secure permissions for water balance works (i.e. a river abstraction license).</p> <p>The Gateway 4 report will now be supported by an outline water supply potential assessment.</p>	Tim Munday	25-Jul-2022	23-Nov-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 004 Pests and diseases <div>Page 33</div> <div>30-Aug-2017</div> <div>Sally Agass</div>	Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas. Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut. Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM other invasives or indigenous species, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats.	 Likelihood	16	Individual charities have their own local risk and associated mitigating actions on this subject which the Director keeps under regular review. This consolidated cross-divisional risk, has been assessed as Red 16 (Likely; Major) due to the potential biodiversity, financial and human health impacts associated with this risk across many of our Natural Environment sites. We accept that we are unable to reduce this risk for the foreseeable future, but each site undertakes a range of ongoing measures to limit the likelihood and impacts as far as possible. 25 Aug 2022	 Likelihood	16	01-Nov-2022	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 004a Liaison and joint working	Cooperation and coordination across the Natural Environment Division and wider Department.	Natural Environment sites collaborate to share information and knowledge. This ongoing cooperation and coordination includes other parts of the Environment Department such as City Gardens and the Cemetery and Crematorium.	Sally Agass	25-Aug-2022	31-Mar-2023
ENV-NE 004b Review and monitoring	Regular review and monitoring of sites' local risks.	The Director keeps the risks of each individual site under regular review.	Sally Agass	25-Aug-2022	31-Mar-2023

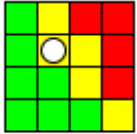
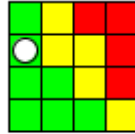
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 002 Extreme weather and climate change 30-Aug-2017 Sally Agass Page 33	Causes: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. Event: More frequent and severe weather events resulting in periods of drought, flooding, storm damage, wildfires etc. Impact: Service capability disrupted; incidents increase demand for staff resources to respond to maintain public and site safety; temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop; prolonged heat results in fires; snow disrupts site access; rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	Likelihood  Impact	12	Individual charities have their own local risk on this subject, along with actions to mitigate that risk. As a cross-divisional level, the consolidated risk has been assessed as Amber 12 (Possible, Major). We accept that we are unable to reduce this risk. However, each site carries out a range of appropriate mitigating actions to control the impact as far as possible. 25 Aug 2022	Likelihood  Impact	12	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 002a Climate Resilience Plan	Develop a Climate Resilience Plan for the Natural Environment Division.	We are working with the Environment Department's Environmental Resilience Team to identify specific climate change related risks and actions for the Natural Environment Department.	Simon Glynn	25-Aug-2022	31-Mar-2023
ENV-NE 002b Review and monitoring	Regular review and monitoring of climate and weather risks held by each Natural Environment site.	The risks held by each site on this subject are kept under regular review.	Simon Glynn	25-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 005 Impact of development <div>Page 34</div>	Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research; lack of partnership working with Planning Authorities; lack of resource to consult on Local Plans. Event: Major development near a Natural Environment site. Impact: Increase in visitor numbers; permanent environmental damage to plants, landscape and wildlife; air and light pollution; ground compaction and resulting associated effects on tree and plant health; wear and tear to sports pitches; lack of budget to facilitate repairs; potential for encroachment.	 Likelihood	12	Individual charities have their own local risk and associated mitigating actions on this subject which the Director keeps under regular review. This consolidated cross-divisional risk, has been assessed as Amber 12 (Possible; Major) due to our limited ability to influence decisions of local planning authorities. We accept that we are unable to reduce this risk for the foreseeable future, but each site undertakes a range of ongoing measures to limit the likelihood and impacts as far as possible. 25 Aug 2022	 Likelihood	12		
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 005a Regular monitoring and review	Regular monitoring of the risks held by individual sites and action taken.	The Director keeps the risks held by individual sites under review and is notified by her Assistant Directors of any specific planning issues and concerns that arise.			Sally Agass	25-Aug-2022	31-Mar-2023

Appendix 2

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 009 Failure to implement the Charity Review 25-Aug-2022 Sally Agass	Cause: Delayed prioritisation and coordination of interdependencies. Event: Failure to meet the target date for implementation of the agreed actions linked to the four sections of the Charity Review, i.e. Governance; Operational Finance; Operational Risk; and Strategic. Impact: Delay to achieving operational resourcing. Failure to implement governance resulting in inability to apply for external finance.	 Likelihood	6	The Director is working to further develop the interdependencies and prioritise as appropriate. A Charity Review update paper will be presented to each Natural Environment Committee throughout the course of the programme. 25 Aug 2022	 Likelihood	3	31-Aug-2024	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 009a Maintain expertise and resources	Maintain the correct level of expertise and human resources to implement the review.	The interim Director is leading the review process. A consultant has been appointed on an interim basis to review the governance element.			Simon Glynn	26-Aug-2022	31-Aug-2024
ENV-NE 009b Maintain momentum	Maintain the momentum of the review process to achieve the target implementation date.	An update to the Natural Environment Board on the progress of the Charity Review will be provided at each meeting.			Simon Glynn	25-Aug-2022	31-Aug-2024

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City Gardens Risk Register (excluding completed actions)

Report Author: Joanne Hill

Generated on: 05 September 2022



Rows are sorted by Risk Score

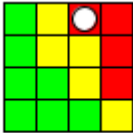
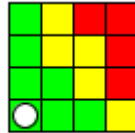

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<div>Page 37</div> ENV-CO-GC Finance - budget pressure	<p>Cause: Delayed implementation of the new Target Operating Model (TOM) and pay award requirements.</p> <p>Event: Continued payment of salaries for redundant staff; reduced staff numbers and associated opportunities for income generation; increased salary costs for staff entitled to a pay award increase.</p> <p>Effect: Inability to deliver City Gardens' services service within the set budget, or to existing level of quality. Alternative savings required that may not best suit culture change nor properly support core activities. Potential transfer of financial pressures from one area of the Division to another on a reactive basis. Negative press/reputational damage.</p>	<div> <div>Likelihood</div> </div> <div> <div>Impact</div> </div>	16	<p>Late implementation of the TOM has resulted in salaries for redundant staff continuing to be paid into the 2022/23 financial year. Historic inflated income targets delivered a balanced budget, however, reduced numbers of staff who can generate income through project delivery will make these targets even harder to achieve.</p> <p>The pay award will significantly increase the pressure on the service. We have a high number of low grade staff (63% Grades A or B; 20% Grade C) whose salaries will be rising by approx. 10% budget. Staff budgets make up 80% of the total spend.</p> <p>Budgets that reflect the new staff structure are being implemented.</p> <p>Where possible, we will manage this risk down through bringing in income.</p>	<div> <div>Likelihood</div> </div> <div> <div>Impact</div> </div>	8	31-Mar-2023	

Appendix 3

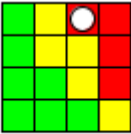
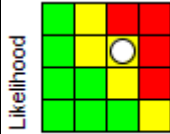

24-Feb-2022 Nicola Smith; Jake Tibbetts				04 Aug 2022			Accept	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 010a	Management of budgets and projects to reduce impact on sites and services.	<p>Budgets are likely to be overspent.</p> <p>Budgets that reflect the new staff structure are being implemented. Where possible, we will reduce the impact of the risk through income generation.</p>	Jake Tibbetts	04-Aug-2022	31-Mar-2023

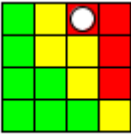
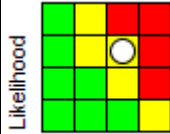

Appendix 3

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 015 Electric vehicles 04-Aug-2022 Jake Tibbetts	Cause: Replacement of the entire fleet is required in order to meet the corporate requirement to operate an entirely electric fleet. There is a lack of electric vehicle options for the type of fleet we run, and lead-in periods are longer than the current contract runs for. The existing contract has been extended to the maximum permitted spend. Event: Existing contract expires before we are able to receive new vehicles, leaving us without a fleet. Effect: Service failure due to lack of vehicles, or significantly increased costs from procurement of a new temporary fleet.	 Likelihood	16	Agreement has been reached through the Transport Coordination Group (TCG) to speed up internal process to allow for faster purchasing of vehicles when they are available instead of getting prices and then asking for TCG permission to purchase. 28 Aug 2022	 Likelihood	1	31-Mar-2023	 Constant
							Reduce	

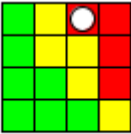
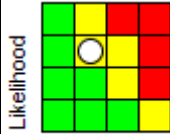

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-CO-GC 039	Negotiate a contract with a supplier who can provide replacement vehicles but also temporary vehicles to bridge the period between the end of the existing contract and delivery of the new vehicles.	Contract negotiations to start in September 2022.			Jake Tibbetts	28-Aug-2022	31-Mar-2023

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 016 Staff resources 04-Aug-2022 Jake Tibbetts	Cause: Aging workforce combined with difficulties in recruitment and retention of younger workforce due to remuneration and benefits package becoming increasingly uncompetitive for the market sector. Event: Reduction in skill and human resources within the service. Effect: Increased staff absence due to sickness; inability to deliver the necessary level of service or meet business objectives; increased number of complaints from the public; negative publicity/reputational damage.	 Likelihood	16	Difficulties in the recruitment and retention of skilled staff are ongoing. Service provision is likely to suffer as a result. A strategy is being developed to consider ways to increase staff retention, recruitment and development. 04 Aug 2022	 Likelihood	12	31-Mar-2023	 Constant
							Reduce	

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENC-CO-GC 016a	Review the overall work package and consider how the offer can be developed to increase desirability of roles.	A strategy will be developed over the coming months to consider ways of increasing the desirability of roles in order to attract high quality applicants for vacancies and to encourage existing staff to stay.			Jake Tibbetts	04-Aug-2022	22-Dec-2022
ENV-CO-GC 016c	Work towards securing a rolling apprentice programme to ensure continuous apprentices in City Gardens.	This will be discussed with the Apprenticeships Team and a strategy will be developed.			Jake Tibbetts	28-Aug-2022	31-Jan-2023


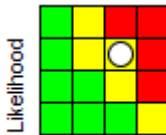
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 017 Decline in condition of assets 04-Aug-2022 Jake Tibbetts	Cause: Poor maintenance of assets; failure to implement recommendations. Event: Failure to meet statutory regulations and checks. Built assets deteriorate to unusable/unsafe condition. Effect: Poor condition of assets; service failures; loss of value; cost of repair; potential fines from statutory bodies and insurance claims.	 Likelihood Impact	16	Lack of investment in building and infrastructure maintenance over the past few years has greatly increased leading to the potential for major failures in the future. Whilst we cannot remove this risk, we can mitigate it through ensuring inspections are undertaken and defects are reported to City Surveyors. 04 Aug 2022	 Likelihood Impact	12	31-Mar-2023	 Constant
							Reduce	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-CO-GC 017a	Undertake an annual review of the 20 year programme of investment and maintenance of all built assets.	The 20-year works programme is reviewed on an annual basis.		Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 017b	Carry out inspections and report defects as they arise. Ensure that unresolved actions are highlighted to City Surveyor's Department.	This is an ongoing action. All necessary inspections are carried out and any defects are reported to City Surveyor's.		Jake Tibbetts	04-Aug-2022	31-Mar-2023

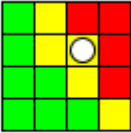
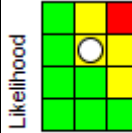

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 018 Anti-social behaviour 04-Aug-2022 Jake Tibbetts	Cause: Anti-social and criminal behaviour. Event: Litter; public urination and defecation (human and dog); dog fouling, dog attacks, street drinking; drug use; vandalism; wanton damage and theft. Effect: Damage and loss of assets; reduction in user experience and satisfaction; increased costs of cleaning and repairing damage; reputational harm.	 Likelihood	16	Since the changes to COVID-19 lockdown restrictions, public behaviour has deteriorated in and around our sites resulting in. Actions are in place to address anti-social, criminal and other problematic behaviours. We will explore options to increase the enforcement of byelaws within City Gardens. 04 Aug 2022	 Likelihood	6	31-Mar-2023	 Constant
							Reduce	

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-CO-GC 018a	Continue to use Park Guard to engage with ASB offenders, and the Outreach Team in regard to rough sleepers. Maintain and develop relationship with City Police.	We continue to work in partnership with ParkGuard and the City's Outreach Team to engage with ASB offenders and rough sleepers, respectively. We continue to maintain and develop our relationship with the City of London Police.			Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 018b	Explore the possibility of using Street Enforcement Officers to enforce byelaws within City Gardens.	Investigate options for working with the Department's Street Enforcement Officers to enforce byelaws within the gardens.			Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 018c	Look at ways to design out issues and develop internal relationships to resolve issues collaboratively.	Work has started to investigate options for working with the Highways and Project officers to redesign areas.			Jake Tibbetts	28-Aug-2022	31-Mar-2023

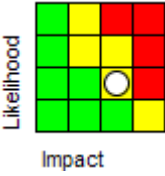


Appendix 3

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 011 Tree and plant diseases and other pests 24-Feb-2022 Nicola Smith; Jake Tibbetts	Cause: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, Xyella. Event: Sites become infected by plant or tree diseases. Effect: Threat to human health, either directly or indirectly; service capability disrupted; ineffective use of staff resources; damage to corporate reputation; loss of species; site closures (temporary) and associated access; increased costs for reactive maintenance.	 Likelihood Impact	12	This risk has been expanded to include plant diseases such as Xyella which, while not known to be present in the UK, has spread in Europe, including France. 04 Aug 2022	 Likelihood Impact	12	Accept	Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-CO-GC 011a	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/prevention.	Provision of staff training is continuing. Information on training is shared through HSIG, Equalities Board, SLT, and other avenues.			Nicola Smith	04-Aug-2022	31-Mar-2023
ENV-CO-GC 011b	Annual tree inspections undertaken by qualified personnel through framework contract.	Annual programme is in place for cyclical inspections and is being met.			Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 011c	Maintain relationships with industry bodies, internal CoL departments, and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies, internal partners and neighbouring local authorities continue to be maintained.			Jake Tibbetts	04-Aug-2022	31-Mar-2023

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 012 Climate and weather 24-Feb-2022 Nicola Smith; Jake Tibbetts	Cause: Severe wind events; prolonged drought conditions; extreme temperatures; prolonged precipitation or restricted precipitation. May be climate change influenced. Event: Severe weather/climate at one or more sites. Effect: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; damage/loss of habitats and species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; in the case of extreme temperatures, direct negative impact on the health of members of staff.	 Likelihood Impact	12	Extreme Weather Policy was rolled out in January 2020 and has been used several times due to recent storms. This improves our ability to reduce risk by closing sites before extreme weather events occur. The current risk score has been increased to 12 (Likelihood: possible / Impact: major) in response to the recent heatwave. 04 Aug 2022	 Likelihood Impact	6	Reduce	Increasing 

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-CO-GC 012a	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	City Gardens are actively working with the Climate Action Strategy Group to research and develop a plant species list.			Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 012b	Review current working practices and contracts to ensure that they are robust for extreme heat.	Working practices and contracts will be reviewed to ensure they adequately cover extreme heat. Consideration will be given to adopting nighttime or siesta working approaches.			Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 012c	Monitoring of weather warnings: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum.	Extreme weather policy with procedures in place to close sites when there are severe alerts of amber and red with gust of 45mph or more. An action log of these decisions is held to monitor patterns. Ongoing action.			Jake Tibbetts	28-Aug-2022	31-Mar-2023

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 009 Health and Safety incidents/Catastrophic Health and Safety failure 24-Feb-2022 Nicola Smith; Jake Tibbetts	Cause: Failure to adhere to Health and Safety policies and procedures. Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. Effect: Injury to staff, volunteers, contractors or member of the public; prosecution and fine by HSE and/or Police; increased insurance premiums; reputational damage.		8	We accept that we cannot reduce this risk further but mitigating actions are undertaken to maintain it at its current level. Health and safety procedures are kept under regular review and the Emergency Plan will be reviewed and updated during the coming months. 04 Aug 2022		8		 Constant
							Accept	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-CO-GC 009a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group.		Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 009b	Undertake continual monitoring of compliance by contractors (City Surveyor's and external) with the Contractor Protocol. Regularly review documentation and processes in light of investigation findings and changes in legislation.	The Contractor Protocol covers works undertaken by City Surveyor's and external contractors. All contractors are required to sign up to, and comply with, the Protocol: it has been implemented with existing contractors and is rolled out to new contractors as required. Regular progress meetings are held with City Surveyor's Department and contractors working on larger projects.		Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 009d	Essential and desirable training needs are identified for each staff role. All staff are required to undertake security and terrorism training, e.g. Project Griffin, Argus and Prevent. Completion of appropriate training is kept under continual, and annual, review.	The staff training programme is regularly reviewed and individual training is monitored. City Gardens staff have attended terrorism training. Corporate e-learning on ACT has been rolled out to all staff. The 'Protect UK' App has been downloaded to the mobile phones of all staff. First Aid training is currently a focus for the City Gardens Team.		Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 009f	Review and update the Emergency Plan.	The Emergency Plan is to be updated and reviewed in 2022, taking into consideration the new departmental and divisional structure.		Jake Tibbetts	04-Aug-2022	01-Jan-2023

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Committee(s): Open Spaces and City Gardens Committee	Date(s): 06 October 2022
Subject: Directors Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director, Environment	For Discussion
Report author: Sally Agass, interim Director of Natural Environment	

Summary

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

Recommendation

Members are asked to:

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

Main Report

Charity Review

Members are asked to note that in conjunction with the Corporate Charity Review Group work has started to undertake this review. As advised at the last Committee there is a separate Charity Review Paper

In support of the this work the following staff have been made available:

- Chamberlains – Charity Finance Manager
- City Legal - dedicated legal work
- Natural Environment – specialist Charity Adviser to support the Governance Section of the Review

- HR – Dedicated Hr support for the Operational Resourcing section of the Charity Review

In addition, the Assistant Director, Environment Business Unit is supporting the process which is as reported in the Charity Review Report to this Committee

Going forward there will be standard item agenda item covering the progress of the Charity Review work.

In addition, as party of the corporate budget setting process commencing in October 2022, there will be a report going to Finance Committee and Policy & Resources seeking approval for additional revenue budget to cover such items as internal recharges for legal and support services, external legal and other professional advice.

In order for the Corporate Charity Review group to continue to support the work of this Committee as we progress through the elements of the review, the group are seeking addition funding that will taper over an 18-month period. This request is in addition and will be a separate paper to Finance and Policy & Resources as the sums requested cover all the Corporate's Charities and not just the ten Natural Environment Charities. There is a report on the agenda requesting permission to proceed on this basis.

Events

At Members request the update Events Calendar has been prepared and is attached for comment. Appendix 1.

Natural Environment Dashboard

At Members request a draft Natural Environment Dashboard which was presented to the last committee. In order to progress the necessary software needs to be installed and a member of staff trained to use it. On that basis a report in the correct format will be presented to the next Committee.

Staffing

Complaints and grievances, during this period the investigation conducted internally following an alleged incident at Epping Forest, the investigation found there was no case to answer which was the same as the Police Investigation. Consequently, one member of staff involved has been reinstated and a return to work interview has been completed and the other party tendered his resignation and this was accepted. In Hampstead the member of staff involved in a Police investigation was released on bail and therefore has suspension from duties has been lifted and a return to work completed.

The third incident relating to a casual forest keeper has also been resolved with a senior HR and Employment Lawyer present, it was resolved that the complainant had no entitlement to compensation and the complainant has been informed.

No major complaints from members of the public received in this period. Historically, one complaint having been resolved and one is going through a legal process and will be further reported to the relevant committees.

In order to be able to demonstrate consistency across the Environment Department the Business Unit are coordinating centrally all complaints, this will enable us to monitor those individuals who are repeatedly complaining about the same or similar issues.

Key News from our Charities

Epping Forest and The Commons

The risk of wildfire has dominated activity at Epping Forest over the record dry summer. Some 86 fires were attended by the Fire Brigades to the end of August, with Forest Keepers addressing small fires and damping down after larger fires to prevent reignition. Shift cover remains challenging with staff vacancies at Epping Forest having risen to 36%, with key posts covered by secondments, short-term contracts and casual working during the Target Operating Model (TOM) Stage restrictions on permanent recruitment.

A second holiday let income project at Dennett's Hill is complete and being advertised by Sykes Cottages. Stage I of the restoration of the landing stage at The Grotto folly ruins at Wanstead Park is now complete following funding support from the Heritage of London Trust. Work is currently underway to provide a float for the Lord Mayors Show to celebrate memorial tree planting for Her late Majesty this winter in aid of the Queens Green canopy. The £280,000 Birch Hall Park Small Raised Reservoir Repair Project led by the District Surveyor's Team was successfully completed in August and early September 2022.

Hampstead Heath, Queens Park and High gate Woods

The Gift Aid project is progressing well and still on track to have a fully functional gift aid option for donors by April 2023 in line with the incoming tax year. This schedule includes contingency time noting the lengthy processes to set up bank accounts and registering with HMRC. We are also still reviewing the possibility of using a 3rd party, such as Just Giving or CAF, who will then organise our Gift Aid donations, reducing the administrative workload on officers.

The Queen's Green Canopy (QGC) tree planting initiative created to mark Her Majesty's Platinum Jubilee in 2022 is progressing with tree planting planned in Epping Forest and Hampstead Heath. Following a request from the incoming Lord Mayor via the Remembrancer's Office, 33 trees will be planted in Hampstead Heath, to represent all the London Boroughs. The proposed tree species and planting locations have been

carefully selected to maximise the opportunities for the trees to flourish whilst promoting nature recovery and biodiversity, enriching natural hedges and extending tree orchards.

The Monument

The Monument, is a visitor attraction, scientific instrument and heritage feature in the City of London, operated by Tower Bridge staff on behalf of the Natural Environment Division, who are the asset owner. Annual revenue accrued through ticket sales were badly impacted by restrictions in place during the pandemic and visitor numbers have not yet returned to pre-pandemic levels since reopening. As a result of severe space constraints within the historic structure, its business continues to experience much slower recovery than many of the Monument's peer London attractions. As a result, the current annual operating cost for the Monument exceeds its revenue. In response, officers are exploring one current opportunity to work with the private sector, creating a Monument visitor centre in the immediate vicinity. The opportunity could result in a visitor centre constructed and fitted out at little or no cost to the Corporation. The aim of providing a visitor centre is to generate additional revenue (for example, from retail, food and beverage and/or venue hire) that meets both the operating cost of the visitor centre and the operating cost of the Monument itself, resulting in, at worst, a cost-neutral operating budget overall. Discussions are at a very early stage, but further information should be available in time for the next meeting of this Committee in December.

West Ham Park – Former Nursery Site

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

Learning

The learning and play programme at Epping Forest, Hampstead Heath and West Ham Park is thriving. 18,750 people participated in our school, play and community programmes from April to August. Following restricted numbers during the pandemic, our play centres are now open to all, and visitors enjoyed a variety of play activities to promote social skills, physical fitness, confidence and wellbeing. The school programme reached students in some of London's most deprived boroughs, including Newham, Tower Hamlets, Waltham Forest, Hackney, Islington, Haringey and Camden.

The team have been invited to join a new Sustainability and Climate Change Education Working Group to respond to the Department for Education's Sustainability and Climate Change Strategy (2022). The UK-wide group of educators will collaborate to develop best practice in inspiring and empowering pro-environmental attitudes and behaviours.

Projects and Policy

Alongside the updates prepared below Members are advised that the Natural Environment Division are collating all our current policies and procedures to ensure they are consistent with the Corporation policies and are fit for purpose. A report will be brought back to a future meeting as this is work in progress.

Byelaws

There are 12 separate sets of byelaws which relate to the Open Spaces managed by the Natural Environment. A number of these were drafted and enacted many years ago and therefore are not totally reflective of modern activities.

There are also a number of activities which are not included in the current byelaws, which need to be added to enable effective management and enforcement to take place. However, this is a complex legal exercise and requires careful review, understanding, prioritisation and planning.

The Natural Environment Division have therefore established a Byelaw Review Group to manage, monitor and progress the process for the update of the byelaws.

Changes and additions require legal support (which is provided by the Comptroller & City Solicitors Department – C&CSD) and for a formal consultation process to be carried out. This is complex, potentially challenging and needs to be managed carefully in order to obtain the right outcome. A great deal of interest may be attracted; therefore, it is very important to be clear on the reasons and imperative for the changes and a robust rationale is essential to inform and support the process.

As the byelaws relate to the individual sites and associated Charities, the need for a phased approach is appropriate and will deliver the best outcome. Learning will be gained and can be applied to the process going forward. Epping Forest will be the Pilot location, reviewing and working towards updating their byelaws first.

The Chief Lawyer from the C&CSD is currently drafting the relevant documents detailing the key changes required for Epping. This will be available in the next few months. The advice from the C&CSD is that the timeline of the process for changes is 6/12 months.

Queen Green Canopy

There will be a presentation of the key deliverables for this important project.

Corporate & Strategic Implications

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

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

Financial Implications

A separate Report, is seeking as part of the budget setting 2023-24 process, additional revenue to cover costs for internal and external recharging and costs for profession services to deliver the Charity Review.

Resource Implications

Not directly applicable

Climate Implications

Not directly applicable

Legal Implications

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

Risk Implications

A separate Report is included on the agenda.

Equality Implications

No impact.

Security Implications

Not applicable

Appendices

- Appendix 1 – Natural Environment draft Events Calendar

Sally Agass

Director, Environment Department.

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APPENDIX 1

October 2022

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
25	26	27	28	29	30	1
2	3	4	5 HHHWQPC	6	7	8 West Wickham, Spring Park and Coulsdon Commons Consultative Group meeting.
9	10 OSCG Committee. WHP Committee.	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	NOTES				

November 2022

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
30	31	1	2	3	4	5
6 Newhams Biggest Leaf Pile.	7 Hampstead Heath Consultative Committee.	8 WWSPCC Consultative Group site visit.	9	10	11	12
13	14 CHL Committee.	15	16	17	18	19 EFCC visit to The Commons – site to be determined.
20	21 EFCC Committee.	22	23	24 Friends of West Ham Park Meeting.	25	26
27	28	29	30	1	2	3
4	5	NOTES				

December 2022

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
27	28	29	30	1	2	3
		DRAFT			Park in the Dark @WHP.	
4	5	6	7	8	9	10
	OSCG Committee. WHP Committee.		HHHWQP Committee.			
11	12	13	14	15	16	17
18	19	20	21	22	23	24
Race for Life @Hampstead Heath.						
25	26	27	28	29	30	31
1	2	NOTES				

Committee(s): Open Spaces and City Gardens Committee West Ham Park Committee	Dated: 06/10/2022 06/10/2022
Subject: Summary of Natural Environment Away Day	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1.2.4.9.10.11.12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin - Executive Director, Environment	For Decision
Report author: Sally Agass - Interim Director of Natural Environment	

Summary

The purpose of this report is to present the second drafts of the five strategies agreed at the Open Spaces Away day on 20th June 2022.

Recommendation(s)

Members are asked to:

To consider the updated Natural Environment Division strategies, noting the addition of actions specific to each strategy.

- Charity Income Strategy
- Visitor Strategy
- Learning Strategy
- Community Strategy

To approve the development of a further strategy for Culture and Heritage.

Main Report

Background

Members will be aware that, arising from the Five Natural Environment Division Strategies developed by the Committee in July 2022, there was a recognised need to focus on actions that would achieve the outcomes and to place those actions in the short and longer term. This would enable progress reports to come back to this committee.

Note the Charity Income Strategy is relevant to all the strategies and numerous actions have been included for consideration. This strategy is also relevant to the Operations Finance Section of the Charity Review Paper included on this agenda.

The report is not presented as a detailed business case for each income generation project, but instead seeks to engage Members in the initial strategy discussions and to enable them to provide a steer to officers about the priorities that should move forward for further consideration, consultation and business case development.

The curator at Keats House, a major cultural asset has prepared a list of all cultural assets within scope of the Natural Environment division and based on this it is the intention to develop a cultural and heritage strategy

Current Position

The ideas presented in each strategy demonstrate that there are some clear opportunities for increased income which can support the overall Natural Environment outcomes, and, in turn, support the Corporation's broader strategic aims as set out in the Corporate Plan. The Income strategy sets out the idea/proposal, the rationale and key facts and lines of enquiry to pursue before a detailed business case is provided.

Further work will need to be undertaken to assess the social, financial and nature value of the each of the strategies and this work will be brought back to this committee.

Options

The options presented are at an early stage and will require further work to undertaken as to which strategies to pursue in the short term and which would be medium to longer term opportunities given the need to complete operational resourcing to have the resources to pursue a wider strategic approach.

Proposals

That the five strategies attached at Appendix 1 – 4 are considered, and a steer is provided as to areas for further work.

Key Data

N/A

Corporate & Strategic Implications

- These strategies set will support the delivery of the Natural Environment Strategies and the Corporation's Corporate Plan.
- Financial implications – None at this stage.
- Resource implications – None at this stage (operational resourcing is being dealt with under the charity review)
- Legal implications- None at this stage, though as ideas and proposals are selected for further development, there will need to be a detailed legal impact assessment.
- Risk implications – each proposal carries a level of risk, which will be further assessed at the business case stage.
- Equalities implications – There is nothing within the Five Natural Environment Strategies that work against the public Sector Equality Duty 2010 – and as they are developed it is

envisaged, they will have a positive impact on people protected by existing equality legislation.

- Equality Impact Assessment N/A (expected to be positive).
- Climate implications N/A (expected to be positive).
- Security implications N/A

Conclusion

The recommendations contained in this report are:

- To consider the updated Natural Environment Division strategies, noting the addition of actions specific to each strategy

Further work on the strategies will contribute to the overall schedule of work to deliver the Natural Environment Charity Review and will set the Charities future direction and development.

Appendices

- Appendix 1 Charity Income Strategy and Action List
- Appendix 2 Visitor Strategy and Action List
- Appendix 3 Learning Strategy and Action List
- Appendix 4 Community Strategy and Action List

Background Papers

None

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Appendix 1

Natural Environment

Charity Income Strategy 2022 – 2032

Executive Summary

1. Vision/Commitment

In order to maximise our ability to preserve and protect our open spaces in an era of reducing funding, we are working with Chamberlains to progress the Operational Finance element of the charity review. However, we know that additional funding over and above the City Grant will be required if we are to deliver the current objects of our 10 charities. We will seek to raise more resources in order to increase benefits for our visitors. We will deliver this income in a sensitive way and without causing damage or harm to the spaces.

2. Who we are?

We (the Natural Environment Division) form part of the City of London Corporation's Environment Department. Comprising 3 core open spaces (Sections) covering around 11,000 acres. Each is of immense (and growing) local, regional, and national importance for biodiversity.

3. Why us?

Like all charities, funding has become constrained over recent years, and it is anticipated that City's Cash will be further reduced over coming years. To maintain and preserve the activities that we have undertaken in our spaces over the past decades, we must become more self-sufficient and identify opportunities to benefit monetarily from our spaces.

4. Who we will work with (and how we will complement others' efforts)?

We will work with residents, visitors, local authorities, special interest groups, community groups, national representative organisation and others who are to work with us to sensitively develop the spaces. to ensure that our proposed revenue generating activities are well accepted in advance of their delivery. We will also seek to work with these groups to increase fundraising and legacy gifts. We will seek grants from all relevant grand providers.

For specialist activities, we will procure specialist resources (e.g., wedding/event planning, merchandising, etc.) and/or hire specialist staff to deliver high quality outcomes.

5. Aims (of the strategy)

General

- i. To create a brand and a story that encourages donations and investment and encourages visibility within our spaces
- ii. Maximise the income that we can whilst aligning with other Open Space strategies and without causing harm or damage to our spaces. Utilising matched funding principles for example with local authorities

- iii. To raise the profile regionally and nationally of the achievements and work of the Open Spaces in order to attract potential national sponsors
- iv. To understand our 'offer' and the associated benefits to funders
- v. Further develop our marketing and promotion and investigate opportunities for merchandising etc

6. Revenue generation

- i. Develop wide array of opportunities to generate revenue that enhances the experience of our visitors and/or increases the number of diverse visitors to our spaces.
- ii. Research potential invest to save projects.
- iii. Utilise buffer land to increase overall revenue to the charities
- iv. Ensure that sales are maximised

7. Fundraising

- i. Increase the amounts raised through fundraising activities
- ii. Identify projects that can be delivered through specific fundraising campaigns
- iii. Determine if membership of the charities is a viable means of fundraising
- iv. Increase the number of legacy gifts provided to the charities through targeted campaigns

8. Grants

- i. Identify projects that can be delivered through specific grants.
- ii. Increase numbers of conservation grants

9. Capital

- i. Benefits accruing directly to the Charities from Capital Receipts on sale

10. What needs to change to achieve this strategy?

- i. Our ambition, confidence, and influence.
- ii. Work with Chamberlains to ensure retention of revenue income and capital receipts as ear marked reserves.
- iii. Buffer lands need to be governed by the same regime as the charities, including with regard to funding sources within the City of London.
- iv. Seeking every opportunity to promote the work of Open Spaces and to raise the profile nationally and regionally. Including practical measures like branding our offer and developing our website and literature.
- v. Ensure our Charitable Objects give sufficient licence to widen our accessibility to funding.
- vi. Ensure that revenue generating opportunities align with our strategies.
- vii. Consider efficiencies that will create re venue savings for reinvestment.
- viii. Greater engagement with stakeholders eg Local Authorities.
- ix. Creation of KPI's to effectively monitor and evaluate success.
- x. Research and Analysis of our customers and clients to understand what our customers would like to see and the customer journey.
- xi. Data base of opportunities.

- xii. Having clear objectives and measurable outcomes backed with evidence and data.
- xiii. Better use of technology to reduce our expenditure as part of savings plan.
- xiv. Greatly improved messaging and visibility that encourages individuals. Local authorities and companies to see the benefits of being associated with the open spaces and feel a sense of responsibility for the future of the spaces.
- xv. A complete social value audit and quantification to take place, including value of volunteer's contribution.

11. How does this strategy balance against competing strategies?

This strategy is critical if we are to deliver on all the other strategies and our intention to develop further strategies with Members approval, for example a Culture and Heritage Strategy. This strategy will need to be balanced against our conservation strategy and aligned with our visitor and community engagement strategies. It is critical that no revenue generation opportunities should be pursued at the expense of our conservation objectives. We should be aligning our community engagement activities to understand better the interests of our local communities and through data our visitor demand and therefore our income generating opportunities.

This strategic approach must take account of the Charity Act 2011 and the objects of each Charity.

12. Outcomes (of the strategy showing the intended impact we want to make)

- i. Year-on-year increases to income.
- ii. Number of investment opportunities and save to invest schemes pursued.
- iii. Increased or new facilities resulting from the increased revenue and capital awards.
- iv. User enjoyment of our spaces, as evidenced through surveys and data.

13. Corporate Plan links

This strategy supports the following Corporate Aim:

'Shaping Outstanding Environments'

*'We have clean air, land and water and a thriving natural environment
Our spaces are secure, resilient, and well maintained'*

14. What success looks like

- i. Increased ability to undertake conservation activities through in the increase in income
- ii. Improved or new facilities for residents and visitors
- iii. Appropriate use of our assets for visitor-centric revenue generating activities
- iv. We have fit for purpose interactive website and active social media, reaching out a variety of audiences, resulting in easy to generate income
- v. Achieving measurable and appropriated KPI's (to be determined).

15. Resource needs and other implications

- i. People.
- ii. Dedicated and specialist resources for commercial opportunities, fundraising, and grant writing.
- iii. Ability to outsource as appropriate.
- iv. Training programmes for existing staff to participate.
- v. Policies and procedures to support operations.
- vi. Implementation Plan for approval that is consistent across the Charities particularly for setting fees and costs.
- vii. Invest in change management and developing performance management and employee capabilities.
- viii. Need to be creative and imaginative with opportunities.

Charity Income Strategy

Action Plan 2022 -2025

Short-term ideas

Idea	Comments
Car park charges	Is there scope for Increasing car park charges? Can underused car parks (non-forest land) be disposed of to generate finance for investment? create more chargeable spaces Increase (and consider outsourcing) enforcement on car parks for all areas, consider charging for verge parking, deals for multiple spaces with hospitals etc. Applicable to Epping Forest and Commons
Film and media strategy Events	Create film and media strategy to promote Open Spaces and assets to film industry Applicable to all charities and Buffer lands
Dog walking licences	Extend the Hampstead scheme Applicable to all charities
Sponsorship of events or play areas or benches etc	Use our private sector connections to achieve sponsorship. Hold sponsorship events through livery companies. Applicable to all charities
Donations and legacies	Hold donor events and target high value giving from environmentally conscious donors Deal with a local solicitor to do a deal for free wills leaving percentage of estate to our charities Applicable to all NE Charities

Medium term ideas

Development of a digital strategy for open spaces	Use to build more and better quality data and enable a better understanding of the several million users who visit, whilst providing opportunity to cross sell/promote events/activities Applicable to all NE Charities
Underutilised buildings/asset strategy	Explore whether some assets can be sold to raise funds to invest in income generating ideas and assets (Invest to save) Applicable to all NE Charities, but focus on HH and Buffer lands
Optimise commercial income for cafés, etc	Review leases and licenses to optimise value of asset and increase income Applicable to all NE Charities
Create a walking programme based	Use QR codes around walks to enable a downloadable story about the feature, artefact and/or location (could also be

around heritage sites	done through a bespoke 'app' thereby enabling a database of users to be created) Including Keats House and key "blue plaque" properties closeby trail Applicable to all NE Charities and Buffer lands
Merchandising	Through enhanced visitor centres, but with a focus on selling quality craft products in order to leverage Brand Applicable to all NE Charities
Bird lookout huts	Charge for season tickets Applicable to all NE Charities
Rent a bike scheme	Outsource to one of the current providers taking a percentage profit; add bike repairs stations, introduce cycling highway code coaching for juniors; consider creating cycling downhill mountain bike chargeable tracks Applicable to all NE Charities and buffer lands
Give gardening courses	History of gardening Applicable to all NE Charities
Seek grants	Grants appropriate to the Objects of each charity eg Education and Learning Applicable to all NE Charities and Buffer lands

Longer term ideas

Idea	Comments
Biodiversity offset land	Involves the funding of conservation activities that are designed to give biodiversity benefits to compensate for losses – ensuring that when a development damages nature (and this damage cannot be avoided or mitigated) new nature sites will be created. Linked to CoLC planning activities Applicable to all NE Charities- but greater opportunity on Buffer lands
Development of Buffer lands for major visitor attraction	For example Go Ape, Crock Trail, PGL facility or creation of a leisure park Applicable to Buffer Lands in the main
Create a college for Green skills	Possibly using the Visitor centres or other underutilised buildings, which could link to existing horticultural/colleges Applicable to all NE Charities and Buffer lands, most appropriate for Epping Forest
Make the Monument viable through associated visitor centre	Work with developer to ensure space can accommodate chargeable features in a new visitor centre Applicable to Monument only
Make an industry out of bee keeping	Instruction in bee keeping, sale of equipment and clothing and sale of products relating to Forest Honey (candles, soap etc) Applicable to Epping Forest and Buffer lands – may also apply to Commons

Creating holiday lets and rental properties	<p>Rolling programme with City Surveyors to refurbish to letting standards, create separate trading company to do so.</p> <p>Increasingly highly profitable, especially if linked to key life events, weddings, etc.</p> <p>Predominantly applicable to Epping Forest and Buffer lands</p>
Create caravan, camping and glamping site	<p>72% of visits to The New Forest make use of caravan, camping and glamping sites. There is a high value premium on caravan sites and many more have appeared as part of a rural/farm diversification strategy both during and since the pandemic</p> <p>Predominantly applicable to Buffer lands</p>
Events and Festivals	<p>Arts and Poetry Festivals; Animal shows Dog show and Cat festival with stalls selling all things pussy cat, Travelling circus; themed to centenaries of famous residents from around our parks and forests downhill bike events, forest runs for charity, charity bike course for charity, music festivals, weddings (Event organiser across all charities) Promote weddings with accommodation (The Warren?) Can Buffer lands accommodate a major festival? Build a relationship with major events companies and create and engagement strategy to attract film and other event companies (concerts and shows) <i>This could be delivered in medium term, but needs to be appropriately resourced rather than as an add on to current activities</i> Applicable to all NE Charities</p>
Overnight camping for kids	<p>Supervised for kids to have a sleep over party, include breakfast- this could link to PGL facility, which would provide an American style Boot camp offer Applicable to Epping Forest and Buffer lands</p>
Solar Farm Supporting the delivery of renewable energy, decarbonisation	<p>Where there is sufficient buffer land, not being put to good use, consider creation of Solar farm. This can create a good rental income (currently averaging £1000 per acre) and can count positively towards biodiversity Applicable to Buffer lands only</p>
Tourism-type Business Improvement District (T-BID)	<p>Enables a special precept for businesses that benefit from the area to further support further investment in the Forest and surrounding areas Most likely to apply to Epping Forest and Buffer lands</p>
Enhance income generating assets such as Lido, with fitness facilities, spinning classes	<p>Utilise redundant space and optimise circulation space on poolside with classes such as spinning and exercise License personal trainers Applicable to Hampstead Heath</p>

Review Education and sports facilities	<p>Optimise the income for education provision through an appropriate charging policy Review some sports facilities to enhance income</p> <p>Applicable to all NE Charities</p>
Commercialise /licence and close off areas of significant architectural quality at certain times for events and photoshoots	<p>e.g Pergola at Golders Hill Park and Lodge at the Warren (latter needs significant investment)</p> <p>Applicable to all NE Charities but predominantly Hampstead Heath and Epping Forest</p>

Appendix 2

Natural Environment

Visitor and Destination strategy 2022 - 2023

Executive Summary

1. Vision

The vision of the strategy is to align the Charities objects with customer's needs so that our open spaces can be seen as important destination for London and beyond with a well-defined branding and a wide range of activities and facilities that can attract a wide range of visitors.

The primary aim of this visitor strategy is to focus and align our activities and people to agreed objectives that are ultimately identified by the drivers. The major benefit of the strategic approach is that that investment is aligned with needs to capture the local importance of our spaces as regional and national destinations but also to harness the balance between visitor needs and the preservation of these sites for future generation and biodiversity.

2. Who we are

The City of London's Natural environments enrich people's lives by enhancing and providing access to 4,500 hectares of diverse open space across London and beyond, including outstanding heritage assets. Every year millions of people visit our open spaces within London and outside London. Our award-winning open spaces range from the National Nature Reserve of Burnham Beeches in Buckinghamshire to Epping Forest – London's largest open space and Hampstead Heath with its amazing views, rolling woodlands and meadows.

3. Why us

The charitable objects and legislative objectives for each open space are to preserve the open spaces for the recreational benefit of their users. The charities' strategic frameworks have wider objectives, but the visitor focus is undefined, and a visitor strategy is needed as the recreational benefits required by the legislation remains important charitable objects.

4. Who we will work with

The organisations, groups, and people we will be working with will include all the stakeholders linked to our visitors. The definition of visitors is intended to include all current users and potential users. This will include user of the sites for activities including walking, leisure and recreational activities, play and health facilities, wellbeing activities such as sport, leisure and relaxation, local, regional or national events staged in the open spaces.

Drivers for visitors are explored in relation to:

- i. Leisure, Health and well being
- ii. Heritage and cultural importance
- iii. Education and schools
- iv. Biodiversity and natural environment
- v. Engagement, volunteering, and behaviour change
- vi.
- vii. Accessibility and social benefits for deprived and vulnerable communities
- viii. Inclusivity for all parts of the community

There will be a range of stakeholders linked to these drivers that will need to be engaged in the process that includes COL Members, Local Authorities officers and Members, local communities, key stakeholders, volunteers, schools, consultative committees, London and Partners, the business community, non-Government bodies, sport clubs, the heritage and culture sector, etc.

5. Aims

The aims are as follows:

- i. To create a golden thread with the current corporate and Natural Environment strategies and Destination City
- ii. To shape plans/priority projects that can be incorporated into a strategic framework to enable more successful business development.
- iii. Maintain a balance between visitor economy and the protection of our sites for biodiversity and nature conservation

The primary objectives of COL open spaces' visitor strategy are

- i. To develop a brand for the Natural Environment recognising and promoting the individual nature and purpose of each charity.
- ii. Consolidate' core business activities for our visitors, including our sport and leisure provision, such that it delivers an appealing and distinctive service with the aim of being more self-sustainable. .
- iii. To expand on longer term the business into new markets and audiences to attract new visitors within the constraints of the sites, particularly those from under-represented groups
- iv. To improve accessibility and inclusivity mindful of the delicate balance that needs to be achieved to preserve our natural spaces.

6. What needs to change to achieve this strategy?

- i. Our ambition, confidence and influence
- ii. A better way to collect data and customer insight
- iii. Development of a website and a comms and interpretation strategy that can be a suitable platform to develop audiences

- iv. A clear branding and offer from our facilities
- v. Ensure that the visitor strategy aligns with the developing sport and leisure strategy, other corporate strategies and the Natural environment strategies
- vi. An understanding that a balance between nature conservation and visitor development is possible

7. How does this strategy balance against competing strategies

The Natural Environment Division is developing a series of separate strategies to lead its main service delivery activities. These will sometimes complement each other but there will be occasions when they compete. Each strategy needs to acknowledge the existence of and link to, the others and seek balanced solutions to potential conflicting needs

8. Outcomes

There are a number of workstreams that are necessary to prioritise in order to achieve the above objectives so that the following outcomes can be achieved:

- i. A qualitative and quantitative research that can fully understand current audiences and develop strategic approaches
- ii. A review of the Charities' vision/values/brand to meet the need of current audiences and develop new audiences. .
- iii. Well defined product/services to meet visitor groups/needs in relation to the different sites and how they are used
- iv. Defined basic customer/'brand' proposition for each site and the adoption of an effective comms strategy
- v. Opportunities/start-point initiatives, develop high-level long-term opportunities and initiatives, and prioritise these plans to develop our business
- vi. Creation of a framework visitor strategy for each charity and route-map that can be supported by stakeholders and will develop the offer for each charity
- vii. Start-point unique high level selling propositions/positionings/messages including the development of the right mediums i.e., social media, web presence etc.
- viii. Through engagement and compliance, there will be the right balance that can continue to welcome visitors, develop audiences and preserve the sites for future generations

An important starting point is having enough data on current visitors and a visitor survey can be a very important initial step to inform the above workstreams.

9. Corporate plans link

The strategic framework for the City's open spaces is highlighted in the Open Spaces business plan 2021-22. [PowerPoint Presentation \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/what-we-do/open-spaces/open-spaces-business-plan-2021-22)..

10. What success looks like

- i. Sites understand their visitors and their drivers and key plans are developed that cover our aims for volunteers, sport and leisure for example.

- ii. There is an understanding and knowledge of current audiences and opportunities to create new ones or develop existing ones, particularly focusing on deprived communities and inclusivity
- iii. Our visitor strategy is in line with corporate objectives and the objectives of the charities
- iv. Developed strong partnerships with organisations and frameworks that can amplify messages and strengthen the strategy such as London and Partners
- v. Effective communications and branding - our sites and management activities are understood by various audiences
- vi. We have a robust data set to inform consistent management decisions
- vii. We have access to the skills/expertise we need
- viii. We have sufficient resources to meet our new ambitions
- ix. Additional income generation directly funds those ambitions

11. Resource needs and implications

a. Funding for:

- i. Acquire professional expertise to develop baselines and plans
- ii. Research and data gathering to identify audiences
- iii. Resourcing audience development plans, including marketing, branding and comms
- iv. Develop partnerships with businesses creating packages to enhance visitor experience
- v. Funding improvements identified in audience development plans
- vi. Capital funding to improve infrastructure and facilities to enhance visitor experience
- vii. New skills/expertise within teams (or access to external expertise)
- viii. IT development to enhance visitor experience

b. People

- i. Strengthened expertise through training and development

c. Communications

- i. Improved marketing and comms according to audience development plans
- ii. Clear links to competing strategies and key messages on balancing competing priorities

Visitor and Destination strategy

Action Plan 2022 -2025

General Short-term

Action	Comments
Commission a survey that can generate intelligence about users and audiences	This will identify users and audiences that can be developed and will also identify gaps with non-users and define the strategic approach in relation to visitors
Identify drivers and build audience development plans	This will identify similarities between charities and help with brand identification and synergies with charities' objects
Define visitor profiles and market segmentations to build effective marketing plans	This will identify common audiences between charities and help defining brands.
Define visitor spend in relation to different audiences and type of activities	This will give a clear indication on the popular activities and give ideas on development opportunities
Define blueprints for visitor opportunities including parks masterplans, sport facilities and development visions for the natural environment	The development plans will be based on current visitor use and develop further ideas to build new audiences and improve offer.

Medium to long-term

Action	Comments
Inform and educate current and future visitors	This will help to strike a balance between visitor pressures and site preservation through campaigns, engagement with schools, comms, etc
Identify development opportunity and invest in visitor infrastructure	This will continue to attract audiences and build new audiences. A targeted approach is needed to make sure investment is tailored to visitor needs.
Value the views of visitor through regular satisfaction surveys within	The surveys need to be repeated regularly to understand trends and key information to understand visitor preferences and inform development of infrastructure and activities.

charities and amongst facilities	
Work with partners and stakeholders to increase community value and generate opportunities to increase health and wellbeing of visitors in line with charitable objectives	Through a targeted approach, the visitor infrastructure can reach out all parts of the community, particularly those most in needs in line with the charitable objectives. Partnership work will include work with sport clubs, charities such Heath Hands, the learning team, Local authorities, non-Government bodies, etc
Create a golden thread with Destination City and other City's strategies, particularly the Natural environment strategic framework	Continue to review priorities in line with the strategic framework
Liaise with Visit London and other tourist frameworks to maximise opportunities	This will strengthen the marketing opportunities linking to local, regional and national advertising.
Manage information through a clear comms and marketing plan in relation to audiences	Implement social media strategies, web presence, advertising campaigns and marketing plans.
Continue to develop staff and invest in volunteers with training, apprenticeships and development opportunity as ambassadors of our open spaces and visitor opportunities	This will generate ownership so that frontline staff can be ambassadors, understand the need of visitors and remain knowledgeable about our open spaces

Appendix 3

Natural Environment

Learning Strategy 2022 - 32

Executive Summary

1. Vision/Commitment

To facilitate learning through active engagement with our green spaces, reduce inequalities in education and wellbeing, and develop nature connection as a foundation for pro-environmental behaviours.

2. Who we are

The City of London's natural environments enrich people's lives by enhancing and providing access to 4,500 hectares of diverse open space.

The current learning programme engages schools and communities in three sites : Hampstead Heath, Epping Forest (including Wanstead Flats) and West Ham Park. The programme consists of the following workstreams:

- i. Schools service at Hampstead Heath, Epping Forest, West Ham Park
- ii. Youth programme working with 13 – 25 year olds struggling in education and/or furthest from the job market
- iii. Play activities at Hampstead Heath (two play centres) engaging children, parents and carers
- iv. Volunteer development and community outreach work engaging families, children and adults
- v. Pilot programmes for children with autism and other special educational needs and disabilities

The programme works with a variety of organisations including Culture Mile Learning, CoL Education Strategy Unit, Camden Council, University College London, Ambition Aspire Achieve, Chance UK, Queens Crescent Community Association, and the Refugee Council.

The current programme:

- i. Engages over 40,000 participants per year
- ii. Demonstrates an increase in participants' wellbeing, confidence, connection, understanding and involvement
- iii. Reaches audiences across London, including some of London's most deprived boroughs, including Newham, Hackney, Tower Hamlets, Camden, Waltham Forest, Brent, Islington, Haringey and Brent.

3. Why us?

At a time of increasing disconnection from nature, a need to act over the climate crisis, and a drive to tackle inequalities and enrich people's lives, our green spaces provide a unique opportunity to enhance wellbeing, connect people to nature, develop pro-environmental values, and inspire learning.

The government has stated that the education sector must play a role in responding to climate change and inspiring action, with the Department for Education (DfE) setting key aims in its new policy paper, 'Sustainability and climate change: a strategy for the education and children's services systems' (2022). These aims include increasing opportunities for all children and young people to:

- i. spend time in nature and learn more about it
- ii. become actively involved in the improvement of their local environment.

The DfE paper notes the importance of connecting with nature in childhood and the beneficial impact time in nature has on children's mental health. It states that access to green space is not equal, and that we "must do more to ensure that all children have opportunities to benefit from access to green space and build connection with nature". The Natural Environment Learning Programme offers a powerful opportunity to realise these aims for many Londoners, providing the following:

- i. unique and inspiring green spaces which are accessible to people across London
- ii. staff expertise in learning and engagement and passion for nature
- iii. programme of activities which demonstrate increases in wellbeing, nature connection, confidence, understanding and involvement.

4. Who we will work with?

We recognise the importance of working with a wide range of partners to maximise efforts to engage learners with our green spaces, build nature connection, and reduce inequalities in access to nature, wellbeing and educational attainment. Key groups will include schools, community groups, local authorities, volunteers, research partners, CoL Education Strategy Unit and Culture Mile Learning. This will include:

- i. Working with the CoL Education Strategy Unit to ensure alignment with a new 2023 CoL Education Strategy, which should include an environmental element.
- ii. Working with Culture Mile Learning to provide work experience placements, careers guidance, bespoke programmes for school children at risk of exclusion, shared targeting of high pupil premium schools, and activities to support fusion skills.
- iii. Membership of the newly formed Sustainability and Climate Change Education Working Group to respond the DoE's Sustainability and Climate Change Strategy (2022) through developing best practice in teaching children and young people about sustainability and climate change, and to inspire and empower pro-environmental attitudes and actions (a UK wide working group led by Leeds Trinity University and the Teacher Development Trust).
- iv. Building on successful community engagement partnerships with Ambition Aspire Achieve, Chance UK, Queens Crescent Community Association, Camden Council, Young Carers, and the Refugee Council.

- v. Continuing to work with universities schools to provide volunteering and work experience to increase understanding and build skills for careers in the green sector
- vi. Continuing successful evaluation and student-placement programme with University College London.
- vii. Developing partnership with Campaign for Learning to develop further research projects and learning programme partnerships.

5. Aims

Learning programmes for school, play, youth, SEND, volunteers and communities will deliver the following aims:

i. **Enhance access to London's nature: building confidence, understanding and involvement**

Contact with nature is becoming less frequent, and for many Londoners our city is the main place they can experience being in nature. Through engaging people in meaningful learning activities, we can help participants to understand the value nature, to feel confident to explore and enjoy our spaces, and to get involved in maintaining our green spaces or supporting our learning activities. Supported challenges and risk -taking (e.g adventure play, fire lighting), team-work challenges (e.g. orienteering) and the use of 'growth-mindset' language are some of the successful confidence-building activities that we can include and develop within our programmes.

ii. **Increase opportunities to improve wellbeing**

Spending time in nature is beneficial to health and wellbeing, however, there are many concerns over health and wellbeing inequalities as people in deprived areas of London face more barriers than most to accessing nature. The learning programme can reach out and engage groups with our green spaces, contributing to the health and wellbeing of residents of some of London's most vulnerable communities.

There is growing concern that opportunities for children to play in nature are becoming very limited, impacting on child development and wellbeing. The learning programme has a key role in supporting more children to play and have fun in our green spaces.

iii. **Increase opportunities in education**

Following the pandemic and associated school closures, there is heightened concern over the attainment gap between disadvantaged school students and their peers. Groups who have been adversely affected include children living in poverty, children with special educational needs and disabilities (SEND), young carers and young refugees. The learning programme can work with these groups, including targeting high pupil premium schools to reach children who are living in poverty, and providing bespoke sessions for children with SEND and groups such as young carers and young refugees. Sessions will support understanding of National Curriculum topics for school audiences,

including literacy and numeracy, as well as building confidence, wellbeing and nature connection for all.

The programme will reach out young people who are struggling with education and/or employment to provide bespoke learning programmes.

iv. Build fusion skills and career aspirations

Research has shown that many young people struggle to understand how their learning relates to future career paths, and that career aspirations are often formed at a young age. The programme will support learners to develop fusion skills - a combination of skills such as creativity, problem solving and communication, and raise awareness of career pathways through participation in career festivals and providing programmes which show how these skills are relevant beyond the classroom. Volunteering opportunities for all young people and adults will provide opportunities to build skills and understanding of careers in the green sector. Bespoke programmes for young people who are struggling with education or employment will support skill development and raise awareness of career paths.

v. Build nature connection and pro-environmental behaviours

Research has shown that the first step in building pro-environmental attitudes and behaviours is to develop nature connection. This connection is developed through participation in memorable experiences outdoors, with research including Derby University's 'Five Paths to Nature Connection' pointing to time to explore, look more closely and use the senses as a key first steps. The development of a new strategy will enable us to expand our 'nature connection' activities and reach at a time of increasing concern over climate change and biodiversity loss and create new opportunities for people to get involved and make a difference (e.g. planting or litter picking sessions).

Working with the Sustainability and Climate Change Education Working Group, the learning team will collaborate with educators and researchers to further develop best practice in building nature connection and pro-environmental behaviours, and work in partnership with schools to bring sustainability and climate change examples to life. The team will continue to draw on relevant research in nature connection and pro-environmental behaviour and apply this to their programmes.

vi. Define and increase our reach

We will focus our reach to engage children and young people in high pupil premium schools, children living in poverty, learners with special educational needs and disabilities, young people struggling to engage with education or employment, and communities (adults, children and families) who face barriers to visiting our green spaces.

The programme will reach across some of London's most deprived boroughs. Through targeted marketing and the use of the excellent transport links already in place, the learning programmes at Hampstead Heath and Epping Forest will engage audiences from a range of boroughs including Tower Hamlets, Hackney, Waltham Forest, Haringey, Islington, Brent and Camden. The

learning programme at West Ham Park will focus on Newham, one of London's most deprived and urban boroughs.

The development of the Learning Programme will include consideration of the benefits and costs of expanding the programme to The Commons.

vii. Increase income

The learning programme will develop its financial strength through the following potential income streams:

- i. Income from schools will continue, with schools participating in the Hampstead Heath and Epping Forest programmes paying for this service
- ii. New income streams will be investigated, and business plans developed for generating income through a social prescribing programme, adult learning including corporate outdoor team building events, and outdoor holiday clubs.

The team will investigate funding schemes and apply for funding to support additional posts within the team. These posts will enable us to increase our reach. Potential new posts are Learning Officer at The Commons; Learning Officer for autism (cross-sites: Hampstead Heath, Epping Forest, West Ham Park); Learning Officer at West Ham Park (in addition to existing post to increase the offer), Adult Learning Officer.

viii. Evaluate, reflect, and refine our learning programmes

The team have worked in collaboration with Derby University to create a bespoke evaluation toolkit to measure wellbeing, confidence, connection, understanding and involvement. They will continue to evaluate their programmes using this toolkit, as well as collaborating with researchers, evaluators, and learning audiences to better understand the impact of the programme. They will reflect on the evaluation to improve their programmes, taking a learner-centred approach, listening to audiences and learning specialists, and piloting new ideas.

6. What needs to change to achieve this strategy?

The Natural Environment Division is developing a series of separate strategies to lead its main service delivery activities. These will sometimes complement each other but there will be occasions when they compete. Each strategy needs to acknowledge the existence of and link to the others, align efforts where appropriate, and seek balanced solutions to potential conflicting needs.

7. How does this strategy balance against competing strategies?

We will deliver projects and services that deliver impact in our local communities, connecting them more powerfully to our green spaces. Our programmes will deliver the following outcomes for participants:

- i. Increase understanding of the value and importance of our green spaces
- ii. Increase sense of wellbeing

- iii. Increase nature connection
- iv. Increase confidence to use green spaces
- v. Increase involvement (taking positive action for or getting involved with our green spaces)

8. Outcomes

We will deliver projects and services that deliver impact in our local communities, connecting them more powerfully to our green spaces. Our programmes will deliver the following outcomes increases for participants:

- i. Increase understanding of the value and importance of our green spaces
- ii. Increase confidence to use green spaces, as part of our activities or independently
- iii. Increase involvement in taking positive action for or getting involved with our green spaces
- iv. Increase sense of wellbeing
- v. Increase nature connection

9. Corporate Plan links

This strategy supports the following corporate 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:

- *We have access to the skills and talent we need.*

Shape outstanding environments:

- *We inspire enterprise, excellence, creativity, and collaboration.*

10. What success looks like

- i. We have sufficient resources to meet our new ambitions
- ii. Our audiences gain an increase in understanding, wellbeing, confidence, nature connection and/or involvement after participating in our activities
- iii. We engage high pupil premium schools (pupil premium is an indicator of disadvantage as it is allocated to children who have been in receipt of free school meals, looked after or adopted from care), young people who are struggling with education/employment, and community groups.
- iv. We engage children growing up in areas of income inequality and child poverty at our Play Centres, providing opportunities for outdoor play
- v. We engage volunteers who are able to both contribute and benefit
- vi. We use our evaluation and relevant research to adapt and improve our learning programme
- vii. We have effective communications - our learning activities are understood by its various audiences

- viii. We have a robust data set to inform consistent management decisions
- ix. We have access to the skills/expertise we need
- x. The learning strategy is in line with corporate objectives and the CoL Education Strategy.

11.Resource needs and other implications

In order to deliver the aims in this strategy document, the following posts are required and within budget (assuming 12% savings):

- Head of Learning
- Learning Manager
- Learning Officers for Schools and Community Groups X 3.8 fte
- Learning Officer for Youth and SEND groups
- Learning and Play Officer (Play Centres, NLOS budget)
- Play Assistant 0.4 fte(Play Centres, NLOS budget)
- Learning Assistant 0.5 fte

To expand the programme, grant funding will be sought to enable additional learning officer posts. These posts will enable increased capacity at West Ham Park (which is currently over-subscribed), increased capacity for a nature learning programme for children with autism, development of a new adult learning programme, and the development and delivery of new learning programme at The Commons.

Resources will be required for staff training and development, marketing and communications to engage our learning audiences.

LEARNING STRATEGY

Action Plan 2022 -2025

General Short-term actions

Action	Comments
Change short fixed-term contracts to permanent or longer term contracts	Learning staff on short term FTCs due to TOM
Recruit vacant posts	Learning Manager and Learning Assistant
Deliver school, play, community, youth and SEND programmes	Continue successful programmes
Develop staff roles and projects for potential new roles. Research potential funders	Autism programme, adult learning programme, expanding West Ham Park Programme, new learning programme for The Commons.
Develop business case for fundraising ideas	Collaborate with North London, The Commons and Epping Forest teams. Develop business plan for adult learning programme including corporate team days, outdoor holiday clubs, and social prescribing programme. Develop business plans for holiday club and social prescribing programme.
Engage more high pupil premium schools	Partnership with Culture Mile Learning to target and engage schools
Create funding bid for autism programme and post	To build on success of pilot programme (evaluation report available)
Recruit and develop new volunteers	To include young people struggling to begin their careers
Staff training to enhance wellbeing for participants	Training to better understand and support a range of learner needs Training to bring in more wellbeing techniques into our activities and to apply these to our programmes
Staff training to enhance confidence building	Training in 'growth mindset' language
Evaluate programme using performance	Using a variety of toolkits including bespoke evaluation toolkit from Derby University and UCL Wellbeing Evaluation Toolkit.

indicator framework	
Develop a programme for further engagement with Adults	Subject to fund raising

Medium to longer term

Action	Comments
Develop opportunities to further increase nature connection and pro-environmental actions	Collaborate with learning and research partners, including schools and the Sustainability and Climate Change Education Working Group, to generate, pilot and evaluate ideas. Introduce in opportunities to be involved in maintaining our spaces (e.g. gardening, litter picking). Develop ideas around 'Five Paths to Nature Connection' research from Derby University
Develop further confidence building activities within our programme	Building on the success of fire lighting for confidence building, look for more skills we could include e.g. rope walking, using tools. Build in activities which are both challenging and achievable, e.g. orienteering challenges. Apply 'growth mindset' language throughout programme.
Develop more opportunities to build fusion skills and raise career aspirations	Work experience programme, presence at careers fairs, building in opportunities to see relevance of skills beyond the classroom / in the workplace.
Create funding bids for new posts: adult learning programme, The Commons learning programme, West Ham Park programme expansion	
Develop understanding of barriers to family engagement and how learning programmes can improve family wellbeing	Research partnership – collaborators to include UCL, Brookfield Primary School, What Works Wellbeing and Campaign for Learning
Develop longer term intervention programme for young people at risk of disengaging from school	

Launch new fundraising initiatives	Corporate team days, holiday clubs, social prescribing
Launch learning programme for children with autism	Subject to successful funding bid and staff recruitment.

Appendix 4

Natural Environment

Community Engagement Strategy – 2022 – 2032

Executive Summary

1. Vision/Commitment

Relevant and well-loved rural and urban green spaces across Greater London that attract visitors and supporters from their local communities across all demographic groups who use and protect these spaces. As well as regional assets, develop spaces as green infrastructure, aligning objectives for the spaces with the local authorities and local communities that ensure the long-term preservation and importance of these spaces.

2. Who we are.

We (the Natural Environment Division) form part of the City of London Corporation's Environment Department. Comprising 3 core open spaces (Sections) covering around 11,000 acres. Each is of immense (and growing) local, regional and national importance for biodiversity.

3. Why us

Our geographic spread around London and the Home Counties and diverse range of conservation assets affords a wide sphere of influence with those who live, work and play in the areas around these spaces. Aligning our objectives with our local communities will ensure continued relevance of our space, as well as providing additional protection for them.

4. Who we will work with (and how we will complement others' efforts)

We will work with local authorities, special interest groups (including those currently participating in consultative committees and those not), schools, community groups, and residents who are not typically represented by those special interest groups that have historically been involved in the consultative committees. By reaching out to the wider communities, we will seek to ensure our long-term relevance for those who live and work around our green spaces.

5. Aims (of the strategy)

General

- a. Enhance our ability to protect and preserve our spaces in perpetuity by increasing the local 'ownership' of the spaces and therefore individuals' willingness to take proactive measures to ensure their continued protection
- b. Ensure that our spaces and our visitor activities are relevant to local communities – particularly those typically underrepresented communities -- and where appropriate, are able to generate income that can be utilised for protection of the spaces

Local authorities

- c. To the greatest extent possible, align objectives with local authorities with regard to planning and development for mutual long-term benefit of the spaces and the communities around the spaces, including using outcomes from planned developments to financially support our wider strategies
- d. Identify opportunities for funding from local authorities that can enhance the delivery of our strategies

Related charities

- v. Identify opportunities to have wider influence or to deliver greater benefit by combining efforts with related charities (e.g. National Trust, Royal Parks, etc.)

Volunteers

- vi. Increase numbers of volunteers from 'non-traditional' groups, including teenagers and young adult and diverse communities in order to achieve greater local 'ownership' of the open spaces
- vii. Identify unique aspects of each of the spaces that may attract different volunteers (e.g. heritage aspects)

6. What needs to change to achieve this strategy?

- a. Our ambition, confidence and influence
- b. Outreach to other organisations and people – local authorities and wider communities who do not currently engage with us through regular dialogue, surveys, increased social media use, etc.
- c. Divisional plans are driven by data reflecting community needs and representation
- d. Communities beyond our special interest groups are afforded the opportunity to be involved and co-design
- e. Public understanding of the Biodiversity and Climate Change crises and the changing/conflicting purposes of the open spaces

7. How does this strategy balance against competing strategies

This strategy should be a facilitator of the delivery of the other strategies: engaging with our local authorities and local communities should ensure that our objectives are clear to our local communities and that we understand the drivers within the local communities that could have a positive and negative impact on our own strategies. Wider community engagement should result in greater success of the other strategies.

8. Outcomes (of the strategy showing the intended impact we want to make)

- i. Regular and positive ongoing dialogue with members and officers at all relevant local authorities and related charities
- ii. Increased engagement and visitation by all demographic groups in our local communities in a positive way
- iii. Increased volunteering across all demographic groups
- iv. Increased engagement with local schools

- v. Early engagement on development activities to identify mitigation measures that will help prevent significant harm
- vi. Staff is supported with community engagement toolkit to be able to deliver inclusive and effective activities

9. Corporate Plan links

This strategy supports the following Corporate Aim:

'Shaping Outstanding Environments'

11. We have clean air, land and water and a thriving natural environment

Our spaces are secure, resilient and well maintained

10. What success looks like

- a. We have close working relationships with the relevant local authorities and a wide array of local communities, particularly those communities who do not traditionally engage with us
- b. We have effective communications - our sites and management activities are understood by its various audiences.
- c. We have fit for purpose interactive website and active social media, reaching out a variety of audiences
- d. Meaningful surveys and polls and engagement tools that influence the shaping of our plans
- e. Volunteer numbers increase, particularly from non-traditional communities
- f. Consultative committees no longer required as engagement undertaken more widely across communities (including with those previously on consultative committees)
- g. Contributions from local authorities increase to meet shared objectives
- h. Detailed aims, targets, outcomes and measures within local management plans

11. Resource needs and other implications

a. People

- i. Dedicated resources in each area for community engagement activities

b. Communications

- i. Clear strategy on socials, supported by community engagement resource 'on the ground' rather than central comms

COMMUNITY ENGAGEMENT STRATEGY

Action Plan 2022 -2025

Short Term (2022-23)

<i>Idea</i>	<i>Comments</i>
Secure dedicated staff through TOM Stage II for each property.	Secure funded posts providing dedicated Officers for Community Engagement and Volunteer Management at each property
Secure an SLT 'sponsor'	Many other strategies such as Charity Income have dedicated SLT membership and resources, NED needs to avoid a CES 'Cinderella' approach and ensure SLT has strong CES representation.
Develop the Charity's story or founding 'myth'	A strong online resource is needed to highlight the role played by communities in campaigning to save their local environment which ultimately attracted City Corporation support, highlighting early voluntary effort and public subscription schemes associated with acquisition and management.
Secure recognised engagement software in partnership with IS	Review MailChimp™, SurveyMonkey® CiviCRM© applications regarding applicability data security and City's licence use of Inovem© to secure the most appropriate software application
Seek Consultative Committee/Group validation of public engagement activity	Seek community 'sponsors' to help grow public engagement activity across the NED platform.
Develop Public Engagement Toolkit	Develop Toolkit and online training resource to support Toolkit rollout to facilitate improved use by staff.
Establish metrics for evaluation	Establish baseline metric and evaluation methodology, including user surveys.

Medium Term (2023–24)

<i>Idea</i>	<i>Comments</i>
Champion a culture of community engagement activity as BAU throughout the NED 'product'	A strong outreach campaign is needed to establish CES as the 'go to' method of community engagement using a variety of media and activities to 'mainstream' the concept.
Provide 'you said, we did' projects	Communities of use need to see the value of public engagement and therefore engagement activity needs to deliver visible change that reflects community aspirations

Develop volunteer programme for voluntary community engagement actors	Expand the capacity of the CES process and the degree of outreach utilising trained volunteers to carry the baton to engage more users
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Long Term (2024-25)

Idea	Comments
Expand CES to engage broader local community partners	Seeking to normalise CES by engaging potential partners for change such as promoting active travel and modal shift to key modal classes of visiting
Focus CES on hard to reach' groups such as sports participants; mountain bikers, PSE users etc.	Some groups are harder to engage than other, but those groups may have significant impacts on the quality and management of our properties. CES can help change behaviours by engaging certain communities of interest in wider discussion.
Developed themed partnerships with underrepresented groups whose feedback needs to be heard to target meaningful change.	Broadening the CES dialogue should help the properties to develop a wider appeal to a broader range of users who are often under-represented in existing consultation activities.
Blend community engagement with citizen science initiatives to pioneer research on habitat and visitor management	Not all our engagement can provide definitive answers to management challenges, CES offers the opportunity to engage participants in citizens science designed to identify

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Committee(s): Open Spaces & City Gardens Committee	Dated: 06/10/22
Subject: Operational Property Review - Irish Chambers	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	10. We inspire enterprise, excellence, creativity and collaboration.
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment	For Decision
Report author: Berni Stockle, Business Operations Manager, Environment Department	

Summary

Under the City's Target Operating Model, with effect from 1 April 2022, the former Open Spaces Department became the Natural Environment Division of the new Environment Department.

Employees based in Irish Chambers have now been relocated to Guildhall North Wing, leaving the Irish Chambers surplus to the Environment Department's operational requirements.

The purpose of this report is to seek Committee authority to declare the Irish Chambers as surplus to the Environment Department's requirements.

Recommendations

Members are asked to:

- Declare the Irish Chambers as surplus to the Environment Department's operational requirements.

Main Report

Background

1. Under the City's Target Operating Model, with effect from 1 April 2022, the former Open Spaces Department became the Natural Environment Division of the new Environment Department.

2. Employees based in Irish Chambers (location map shown in Appendix A) have now been relocated to Guildhall North Wing, leaving the Irish Chambers surplus to the Environment Department's operational requirements.
3. Furniture will be left in Irish Chambers, and the Environment Department will agree handover with the City Surveyor's Department.
4. The property is owned by the City of London Corporation and will be handed back to the City Surveyor for consideration on future usage, until such time the property will remain the responsibility of the Open Spaces Committee. Another internal department is currently considering this space, but this will be subject to another Committee report, to be approved by Committee.

Current Position

5. Employees based in Irish Chambers have now been relocated to Guildhall North Wing, leaving the Irish Chambers surplus to the Environment Department's operational requirements.

Strategic implications

6. Supports the Open Spaces Department (now Natural Environment Division of the Environment Department) High-Level Business Plan objective to consider long-term use of office accommodation during 2022/23.

Financial implications

7. Limited savings associated with energy bills have been identified, with limited buildings recharges.

Resource implications

8. None

Security implications

9. Security has improved with the relocation of all City-based Natural Environment staff, and their assets to the main Guildhall office building.

Conclusion

10. The Irish Chambers is surplus to the Environment Department's operational requirements and the department therefore seeks Committee approval to declare the property as surplus to the department's requirements. The City Surveyor will then consider future usage of the premises for consideration by the relevant Committee.

Appendices

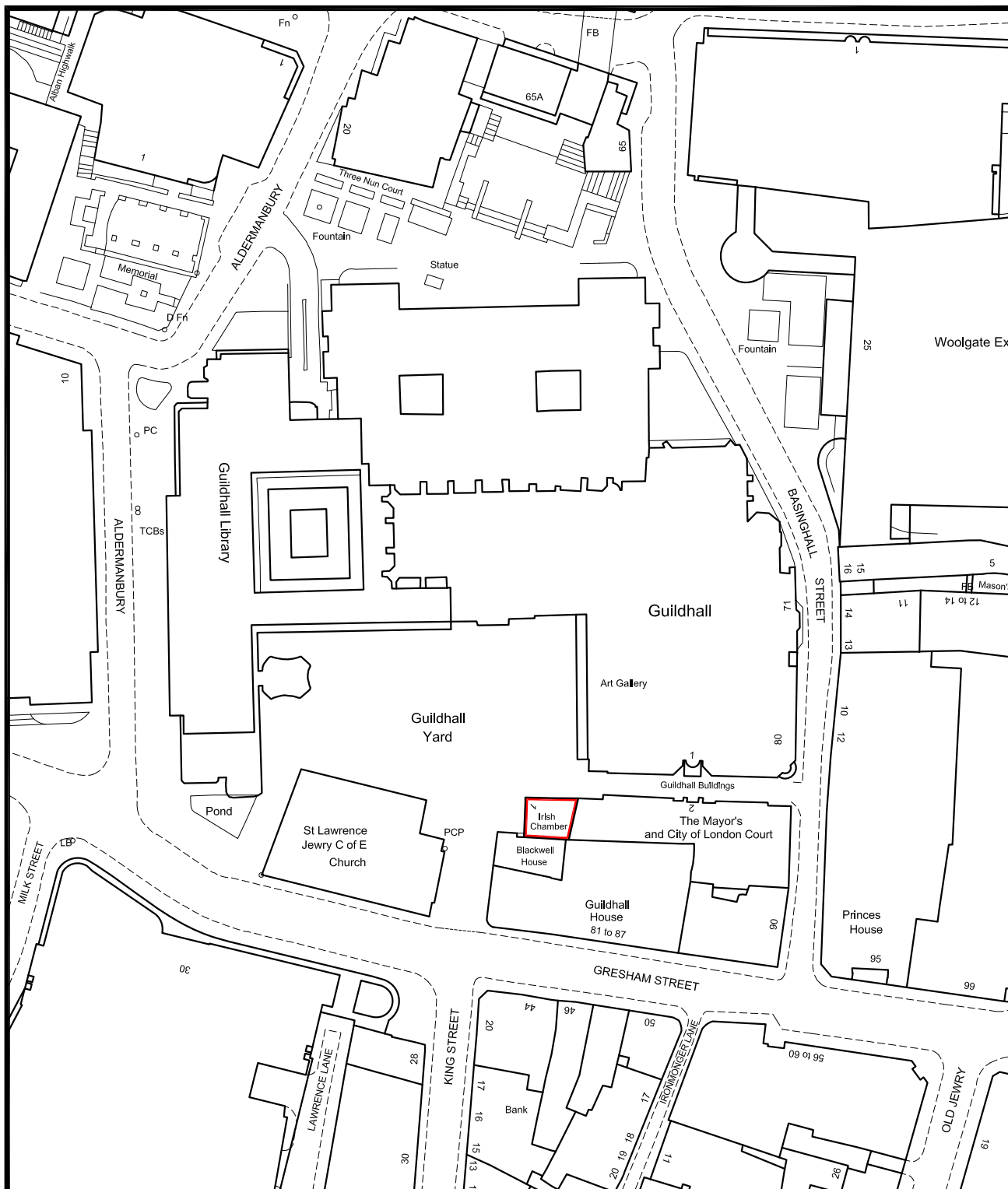
Appendix A – Location Map of Irish Chambers

Berni Stockle

Business Operations Manager

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Address :

Irish Chamber
1 Guildhall Yard
London
EC2P 2EJ

Title :

Location Plan

Pro code

UPRN



P.G.Wilkinson BSc MSc MRICS
City Surveyor

CITY SURVEYOR'S DEPARTMENT
Corporate Property Group :
Plans & Records Section

Page 95

Print Scale :

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Sep 2022

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Committee(s): Culture Heritage and Libraries Open Spaces and City Gardens West Ham Park	Dated: TBC 6 October 2022 6 October 2022
Subject: Levelling Up and Regeneration Bill	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	NA
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£-
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	N
Report of: Remembrancer	For Information
Report author: Philip Saunders, Parliamentary Affairs Counsel	

Summary

The Bill sets out measures, often in the form of a framework containing little detail, on environmental protections and heritage assets. The Government's intention that rules and guidance will be grafted on in the future.

Briefings and engagement will take place throughout the progress of the Bill through Parliament.

This report provides an overview of the Bill as it relates to heritage and open spaces.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The Bill was announced in the 2022 Queen's Speech and is a very substantial measure, which runs to 325 pages with 196 clauses and 17 schedules.
2. The Bill touches on many of the policy areas, such as landscape protection and planning rules, which were included in the Government's recent White Paper on planning. The White Paper proposed new categories of land for planning

purposes, which in some cases appeared to reduce protections for some green and open spaces.

3. In collaboration with colleagues from the Environment and Open Spaces department, in particular those working at Epping Forest and Hampstead Heath, steps were taken to advocate stronger protections for green and open spaces, Metropolitan Open Land, and the historic environment.
4. The content of the present Bill suggests that many of the former proposals contained in the White Paper will not be progressed. Overall, the Bill better reflects the City's interests regarding heritage, environmental and open space protection.

Environment

5. The Bill will replace existing environmental assessment processes (Strategic Environmental Assessment, Sustainability Appraisal and Environmental Impact Assessment) with a requirement for 'Environmental Outcome Reports'. Whilst many of the elements of this new regime are similar to the current arrangements, further rules will be set out in future secondary legislation. In formulating future rules, the Bill requires the Secretary of State to ensure that there is no reduction in the overall level of environmental protection.
6. To provide further guidance, the Government has indicated it will produce a series of National Development Management Policies, which will build on current policy in the National Planning Policy Framework (NPPF). The Government intends that these national policies will provide a consistent approach across England on issues which apply in most areas such as Green Belt and heritage policies. These policies would carry the same weight as policies in the development plan. Local plans will be limited to addressing locally specific matters such as allocating land for development.
7. The Bill places a greater emphasis on community engagement, for example through enhanced pre-application consultation. If the measures come into force, in a City Corporation context, this move will be embedded in a new version of the City's 'Statement of Community Involvement'.
8. The Government's stated objective is the replacement of the existing (and partly EU-derived) regimes for Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA). To achieve this, the Bill enables secondary Environment Outcome Reports (EOR) regulations to be prepared that will allow the government to specify new "specified environmental outcomes". Those outcomes will be based on the Government's current 25-year Environment Plan. Included within the scope of environmental protection are the effects of human activity on the natural environment, cultural heritage and landscape, as well as the protection of people from those activities. It also extends to issues relating to maintenance, restoration and enhancement of the environment. Future rules will cater for the way in which the new EOR will interact with the

existing EIA and SEA regimes. The Bill provides that the new EOR regulations will not offer lower protections than currently applicable.

Design

9. Reflecting the Government's stated desire to promote high quality of design in buildings and spaces, the current National Planning Policy Framework (NPPF) guidance on the need for each local authority to have a design guide or design codes in place will become a statutory requirement. Local authority-wide design codes will have full weight in making decisions on development. These guides, or codes, will either be set out within the local plan or in a supplementary plan. The national 'Office for Place' will support local authorities to turn design visions into local standards, deliver design codes and design better outcomes.

Heritage

10. Designated heritage assets, including scheduled monuments, registered parks and gardens, World Heritage Sites and registered battlefields are to be given the same statutory protection as listed buildings and conservation areas. The overall level of protection has been strengthened from 'preserving' to 'preserving and enhancing'.
11. Local authorities will also have a new statutory duty to maintain an Historic Environment Record. Officers in the City's Planning Department welcome this move as a way of increasing the level of information available on local heritage assets. Funding and details are not yet clear, however.
12. The Bill introduces a new temporary stop notice which will be available where it appears unauthorised works are being undertaken to a listed building. This would require all specified works to cease for a maximum of 56 days from the date of the notice.
13. The Bill creates a regime by which the Secretary of State may make regulations relating to environmental protection such as relating to landscape; maintenance, enhancement or restoration of the natural environment; cultural heritage including buildings, structures or anything of artistic interest.

Conclusion

14. Culture, Heritage and Libraries, and Open Spaces officers have been consulted in the preparation of this Report.
15. To date, three briefings have been provided to parliamentary audiences. Further briefings on points of City interest will be circulated during the Bill's passage through Parliament. The points raised will reflect the Corporation's support for financial services innovation across the UK and the City's stated aim to ensure that relevant areas of the Capital are included in the levelling up programme. Engagement will include underlining the contribution to levelling

up made by financial and professional services, City Corporation projects, and the importance of environmental protections contained in the Bill.

Philip Saunders
Parliamentary Affairs Counsel
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