



## West Ham Park Committee

- Date:** MONDAY, 5 DECEMBER 2022
- Time:** 11.30 am (or upon the rising of the Open Spaces & City Gardens Committee, whichever is later)
- Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL
- Members:**
- |                                       |                           |
|---------------------------------------|---------------------------|
| Caroline Haines (Chair)               | Rafe Courage              |
| Andrew McMurtrie (Deputy<br>Chairman) | Richard Gurney            |
| Deputy Graeme Doshi-Smith             | Councillor Joy Laguda MBE |
| Alderman Ian David Luder              | Justin Meath-Baker        |
| Wendy Mead                            | Reverend Simon Nicholls   |
| Benjamin Murphy                       | Councillor John Whitworth |
| Oliver Sells KC                       | Vacancy                   |
| Catherine Bickmore                    |                           |
- Enquiries:** Chloe Ainsworth  
Chloe.Ainsworth@cityoflondon.gov.uk

### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:  
<https://youtu.be/f4PBkzHHtZo>

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. **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**

3. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting which took place on 6 October 2022.

**For Decision**  
(Pages 5 - 10)

4. **DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES 2023/24**

Joint Report of the Chamberlain and the Executive Director Environment.

**For Decision**  
(Pages 11 - 18)

5. **OPERATIONAL FINANCE PROGRESS REPORT 2022-23 – WEST HAM PARK**

Report of the Chamberlain.

**For Information**  
(Pages 19 - 32)

6. **BUSINESS PLAN 6 MONTH PROGRESS REPORT**

Report of the Executive Director Environment.

**For Information**  
(Pages 33 - 46)

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

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.**

9. **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.

**For Decision**

**Part 2 - Non-Public Agenda**

10. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting which took place on 6 October 2022.

**For Decision**  
(Pages 47 - 50)

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

12. **UPDATE ON THE NURSERY SITE**

The Executive Director Environment to be heard.

**For Information**

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

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## WEST HAM PARK COMMITTEE Thursday, 6 October 2022

Minutes of the meeting of the West Ham Park Committee held at Committee Room -  
2nd Floor West Wing, Guildhall on Thursday, 6 October 2022 at 11.30 am

### Present

#### Members:

Caroline Haines (Chair)  
Andrew McMurtrie (Deputy Chairman)  
Wendy Mead  
Benjamin Murphy  
Oliver Sells KC  
Catherine Bickmore  
Rafe Courage  
Richard Gurney  
Councillor Joy Laguda MBE

#### Officers:

Sally Agass	- Director of Natural Environment
Chloe Ainsworth	- Town Clerk's Department
Joanne Hill	- Environment Department
Stefania Horne	- Environment Department
Edward Martin	- City Surveyors
Julia Pridham	- Town Clerk's Department
Edward Wood	- Comptroller and City Solicitor's Department

#### 1. APOLOGIES

Apologies were received from Catherine McGuinness and John Whitworth.

#### 2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations.

#### 3. MINUTES

**RESOLVED** – That the public minutes and summary of the meeting held on 7 July 2022 be approved as a correct record, subject to the following amendments:

- The correction of the spelling of the Deputy Chair's name on page 1 of the minutes.

#### 4. TERMS OF REFERENCE

The Committee considered a report of the Town Clerk which presented the Committee's terms of reference for review. Members were also asked to consider whether the current meeting frequency was appropriate.

In response to a query from a Member, the Committee was informed that the report was an annual review to ensure that the terms of reference are periodically considered. It was noted that there were likely to be amendments to the terms of reference through the TOM process and that these would be brought before the Committee in the future.

**RESOLVED**, that –

- the terms of reference of the West Ham Park Committee be approved without amendment for submission to the Court in April 2023;
- no change be required to the frequency of the West Ham Park Committee's meetings.

5. **RISK MANAGEMENT UPDATE**

The Committee received a report of the Executive Director Environment detailing the risk management procedures in place within the Environment Department and its Natural Environment Division, and the processes for effectively managing risk.

In response to a query from the Deputy Chair, Members were informed that the risk presented by electric scooters would be considered in the Natural Environment Division's review of the byelaws across its open spaces. The Committee was informed that it would receive a report on the review of West Ham Park's byelaws at a future meeting.

In response to a query from a Member, the Committee was informed that the lodges in West Ham Park had not received a red R.A.G. rating, unlike lodges in other spaces. Members were informed that Officers were in ongoing discussions with the City Surveyor to ensure that West Ham Park would be allocated a sufficient portion of the cyclical maintenance programme funding.

A Member noted that some of the risks had been open since 2015 and that no mitigation, such as an escalation or a funding request, had taken place. Members were informed that new applications for capital funding are not currently permitted unless there is a strong risk to health and safety. As such, there will be a joint funding bid for the lodges across the open spaces as they have a collective red R.A.G. rating on the Corporate Risk Register.

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

6. **SUMMARY OF NATURAL ENVIRONMENT AWAY DAY**

The Committee considered a report of the Executive Director Environment presenting the second drafts of four of the five strategies agreed at the Open Spaces away day on 20 June 2022.

The Chair clarified that the draft strategies were not currently being presented for decision, only for information.

Members were informed that only four out of the five strategies had been further developed as the lead for the strategy 'Conservation and Nature Resilience Strategy' was no longer employed at the City Corporation. A report containing an updated version of this fifth strategy will be available for the Committee at the next meeting.

Members were also informed that work had been done to identify all of the cultural and heritage assets contained within the open spaces charities and that a Natural Environment Heritage and Culture Strategy was proposed to manage these.

Members were asked to contact the Town Clerk with any queries or suggestions they might have in relation to the strategies.

**RESOLVED**, that –

- The updated Natural Environment Division strategies be noted;
- The development of a Natural Environment Heritage and Culture Strategy be approved.

**7. CHARITY REVIEW FINANCES**

The Executive Director Environment informed Members that this report was not available for this meeting as it remained under review.

**8. ASSISTANT DIRECTOR'S UPDATE**

The Committee received a report of the Executive Director Environment providing an update on management and operational activities at West Ham Park since the previous Committee meeting on 7 July 2022.

The Chair extended the Committee's thanks to the staff and volunteers at West Ham Park for their continued assistance throughout the drought and the Covid-19 pandemic.

A Member raised a concern about the woodchips used on the Park's playground spreading onto the pathways and resulting in an overall untidy appearance. Members were informed that the woodchips are used to reduce heat retention. Officers advised Members that they would explore solutions and circulate an update by email.

In response to a query by the Deputy Chair regarding the Park's use of leaf blowers and the associated energy cost and environmental impact, the Committee was informed that leaf blowers are more effective in large spaces than raking. Furthermore, it was noted that modern leaf blowers use less fuel and emit less noise.

Members noted the success of the funfair at West Ham Park from 15 to 17 July. However, Members also noted that the increase in visitor numbers could be detrimental to the Park.

The Committee discussed charges for attendees of events in the Park and the Chair noted that the Natural Environment Division’s visitor strategy would assist with this.

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

9. **LEVELLING UP AND REGENERATION BILL**

Members received a report of the Remembrancer providing an overview of the Levelling Up and Regeneration Bill, as it relates to heritage and open spaces.

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

10. **POLLINATING LONDON TOGETHER**

The Committee received a presentation from the Vice Chair of Pollinating London Together providing background to the initiative and their ongoing work to address climate change and biodiversity loss.

**RESOLVED** – That the presentation be noted.

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

There were no questions.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.**

There was no other business.

13. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph
15&16	3
17	3&5

14. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 7 July 2022 be approved as a correct record.

15. **CHARITY REVIEW UPDATE**

Members received a report of the Managing Director Bridge House Estates setting out the Corporate Charities Review outcomes concerning the open spaces charities and how the review will continue to support Officers with their work implementing recommendations.

16. **NATURAL ENVIRONMENT CHARITY REVIEW**

The Committee received a report of the Executive Director Environment detailing the actions to be taken to ensure that the open spaces charities are fit for purpose to meet the changing environment.



This item was initially listed on the agenda as item 7; however, the item was moved the non-public section of the agenda as it was anticipated that the discussion would relate to paragraph 3 of Schedule 12A of the 1972 Act.

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

17. **NURSERY SITE UPDATE**

The Committee received a joint report of the Executive Director Environment and City Surveyor providing an update on West Ham Park's nursery site redevelopment.

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

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

There were no questions.

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business.

19.1 **Procedural Update on TOM Phase 2**

Members received a verbal procedural update on TOM phase 2 from the Executive Director Environment.

**RESOLVED** – That the update be noted.

**The meeting ended at 1.17 pm**

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Chairman

**Contact Officer: Chloe Ainsworth**  
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# Agenda Item 4

<b>Committee(s)</b>	<b>Dated:</b>
West Ham Park	5 December 2022
<b>Subject:</b> Departmental and Service Committee Budget Estimates 2023/24	<b>Public</b>
<b>Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of funding?</b>	N/A
<b>Has the funding source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> The Chamberlain Executive Director Environment	<b>For Decision</b>
<b>Report Author:</b> Beatrix Jako, Chamberlain's Department	

## Summary

This report presents for approval the revenue and capital budgets for the West Ham Park Committee for 2023/24, for subsequent submission to the Finance Committee.

Overall, the proposed revenue budget for 2023/24 totals (£1.110M), an increase in net expenditure of (£0.118M) compared to the 2022/23 original budget of (£0.992M).

The proposed budget for 2023/24 has been prepared within the resource envelope allocated to each Director by Resource Allocation Sub Committee, including an inflation increase of 4% balanced by an efficiency saving of 2% and the full year impact of pay increases to staff arising from the pay deal effective from July 2022.

The resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.

## Recommendation

Members are asked to:

- i) review and approve the West Ham Park Committee's proposed revenue budget for 2023/24 for submission to Finance Committee;
- ii) review and approve the West Ham Park Committee's capital and supplementary revenue projects budgets for 2023/24 for submission to Finance Committee;

- iii) agree that amendments for 2022/23 and 2023/24 budgets arising from changes to recharges or for any further implications arising from corporate contracts, Target Operating Model (TOM), energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Chamberlain in consultation with the Executive Director Environment; and
- iv) note that the draft budget does not include estimated increases in energy costs which are currently being reviewed in light of changing market prices with budgets to be adjusted once a final agreement on energy forecasts is made.

## **Main Report**

### **Introduction**

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes West Ham Park which is a registered charity and is funded from City's Cash and run at no cost to the community that it serves.
2. This report sets out the proposed budgets for 2023/24 for these areas. The Revenue Budget management arrangements are to:
  - Provide a clear distinction between local risk, central risk, and recharge budgets.
  - Place responsibility for budgetary control on departmental Chief Officers.
  - Apply a cash limit policy to Chief Officers' budgets.
3. The overall 2023/24 budget for West Ham Park which include the Executive Director Environment local risk, City Surveyor's local risk, central risk, and recharges/support services is (£1.110M), this is an increase of (£0.118M) when compared with the 2022/23 original budget.
4. The latest approved budget 2022/23 and provisional budget 2023/24, is summarised in Table 1 below and further analysed by risk and Chief Officer in Appendix 1.
5. Income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £30,000) have been commented on and are referenced in the relevant table in Appendix 1.

<b>Table 1 – West Ham Park</b>	<b>Original Budget (OR)</b>	<b>Latest Approved Budget</b>	<b>Original Budget (OR)</b>	<b>Movement</b>
	2022/23 £000	2022/23 £000	2023/24 £000	2022/23 OR to 2023/24 OR £000
Net Local Risk	(636)	(636)	(639)	(3)
Net City Surveyor	(65)	(65)	(65)	-
Net Cyclical Works Programme	-	(119)	-	-
Net Central Risk	(9)	(23)	(9)	-
Recharges and Support Services	(282)	(282)	(397)	(115)
<b>Total Net Expenditure</b>	<b>(992)</b>	<b>(1,125)</b>	<b>(1,110)</b>	<b>(118)</b>

### **Business Planning Priorities for 2023/24**

6. The Natural Environment Divisions business priorities for the forthcoming year have been set out in the 2023/24 business plan report which will be presented to the Open Spaces and City Gardens Committee in early 2023 for approval.

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

7. Overall, the 2022/23 latest approved budget is net expenditure of (£1.125M), an increase in net expenditure of (£0.133M) compared to the 2022/23 original budget. The main reasons for this net increase are:

- An increase in the costs of the Cyclical Works Programme (CWP) managed by the City Surveyor during the year due to changes in phasing, (£119,000); and
- Approved central risk funding of redundancy costs in relation to the implementation of TOM restructure (£14,000).

### **Proposed revenue budget for 2023/24**

8. This report presents at Appendix 1, the budget estimates for 2023/24 for West Ham Park Committee analysed between:

- **Local Risk Budgets** – these are budgets deemed to be largely within the Chief Officer’s control.

- **Central Risk Budgets (including capital charges)** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside his/her control or are budgets of a corporate nature (e.g. interest on cash balances and rent incomes from investment properties).
  - **Recharges/Support Services** – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
9. The proposed 2023/24 budget is net expenditure of (£1.110M), an increase of (£0.118M) in net expenditure compared to the 2022/23 original budget. Further detail can be found in Appendix 1. The main variations relate to:
- £32,000 reduction in employee expenses is due to implementation of TOM Phase 1, partly offset by increases in pay due to pay awards, incremental and career grade progression.
  - (£33,000) income decrease in customer, clients receipts is due to an expected reduction in rental income relating to properties at 240-242 Upton Lane.
  - (£45,000) increase in central support reflects changes in the budgets of central departments and their apportionment between committees.
  - (£67,000) net increase in the Directorate recharges is due to implementation of TOM Phase 1 restructure.
10. In light of recommendations from Resource Allocation Sub Committee, the 2023/24 budget includes a 4% uplift for inflation offset by 2% efficiency savings and the full year impact of pay increases to staff arising from the pay deal effective from July 2022. A detailed breakdown of budget movements of the 2022/23 local risk original budget to the 2023/24 local risk original budget of (£3,000) can be found in Appendix 2. There were also further movements of (£115,000) in recharges/support services relating to the Directorate and central support recharges following implementation of TOM Phase 1.
11. The proposed 2023/24 budget has been prepared within the resource envelope allocated to the Executive Director by Resource Allocation Sub-Committee, with the following exceptions and assumptions:
- The Target Operating Model (TOM) 12% savings target of £85,000 within West Ham Park was identified in previous years, no further savings required to be achieved during 2023/24.
  - The Department is not expected to complete the implementation of the TOM Phase 2 until early 2023, therefore the budgets set out here do not reflect any changes to structures that may result from that process.
  - Members should note this report does not include the estimated energy price increase for the 2023/24 financial year. At present the Corporation is reviewing

these additional energy costs in light of changing market prices. The final agreement on energy cost forecasts for next year will be concluded in early 2023 at which point the estimates for 2023/24 will be adjusted if required.

- Recharges/support services and capital charges budgets have not yet been finalised corporately, so further changes to these budgets may be required. Members are asked to agree that the decision as to the changes required to these budgets are delegated to the Chamberlain in consultation with the Executive Director Environment.

12. Analysis of the movement in staff related costs are shown in Table 2 below.

Table 2 - Staffing statement	Original Budget		Latest Approved Budget		Original Budget	
	2022/23		2022/23		2023/24	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
West Ham Park	17.5	(738)	17.5	(752)*	16.21	(706)

\* The 2022/23 latest approved budget includes (£14,000) central risk increases relating to redundancy costs due to implementation of TOM restructure.

13. Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2022/23 & 2023/24. The separate bid for CWP works in 2023/24 has not been included in this report. The report will be submitted to the Operational Property & Projects Sub Committee in November 2022 and will then require approval from Resource Allocation Sub Committee to agree the funding. Once both Sub Committees have agreed the 2023/24 programme, Members will be advised of the outcome and Members are asked to authorise the Chamberlain to revise the budgets to allow for these approvals.

14. It should also be noted that the Building Repairs and Maintenance & Facilities Management contract is currently being re-tendered and the new contract will commence on the 1st April 2023. The original estimates for 2023/24 are based on the latest available asset price from the current contractors (SKANSKA, Amalgamated, ISS and Beaver). Any changes to these budgets arising from the new contract will be reported to Committee and Members are asked to authorise the Chamberlain to revise these budgets to allow for any further financial implications arising from the Building Repairs and Maintenance & Facilities Management contract tendering.

15. Table 3 below details the budgets held for the City Surveyors CWP and Building Repairs & Maintenance:

<b>Table 3 – CWP &amp; City Surveyor Local Risk West Ham Park</b>	<b>Original Budget 2022/23  £'000s</b>	<b>Latest Approved Budget 2022/23  £000's</b>	<b>Original Budget 2023/24  £'000</b>
Cyclical Works Programme	-	(119)	-
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	(61)	(61)	(61)
Cleaning (City Surveyor Local Risk)	(4)	(4)	(4)
<b>Total CWP and City Surveyor</b>	<b>(65)</b>	<b>(184)</b>	<b>(65)</b>

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

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

<b>Service Managed</b>	<b>Project</b>	<b>Exp. Pre 01/04/22  £'000</b>	<b>2022/23  £'000</b>	<b>2023/24  £'000</b>	<b>2024/25  £'000</b>	<b>Later Years  £'000</b>	<b>Total  £'000</b>
West Ham Park	West Ham Park Nursery	219	118	-	-	-	337

17. Expenditure in 2022/23 relates to disposal costs for the Nursery site, including marketing, surveys and continued consultation with the Charity Commission and other stakeholders.

18. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2023.

### **Conclusion**

19. This report presents the Capital and Revenue budget estimates for 2023/24 for the West Ham Park Committee for Members to consider and approve.

### **Appendices**

- Appendix 1 – Committee Summary Budget – by Risk and Chief Officer
- Appendix 2 – Movement Between 2022/23 Original Local Risk Budget to 2023/24 Original Local Risk Budget

### **Beatrix Jako**

Chamberlain's Department

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## Appendix 1

### Committee Summary Budget – by Risk and Chief Officer

Table 1							
Analysis of Service Expenditure	Local or Central Risk	Actual 2021-22 £'000	Original Budget 2022-23 £'000	Latest Approved Budget 2022-23 £'000	Original Budget 2023-24 £'000	Movement 22-23OR to 23-24OR £'000	Notes
<b>EXPENDITURE</b>							
Employees	L	(665)	(738)	(738)	(706)	32	1
Employees	C	0	0	(14)	0	0	
Premises Related Expenses	L	(76)	(52)	(52)	(52)	0	
Premises Related Expenses	C	(81)	0	0	0	0	
City Surveyor – All Services	L	(155)	(65)	(184)	(65)	0	
Transport Related Expenses	L	(16)	(17)	(17)	(17)	0	
Supplies & Services	L	(173)	(135)	(135)	(137)	(2)	
Supplies & Services	C	(5)	0	0	0	0	
Support Services	C	(1)	0	0	0	0	
Third Party Payments	L	(14)	(15)	(15)	(15)	0	
Transfer to Reserves	L	(1)	0	0	0	0	
Transfer to Reserves	C	(70)	0	0	0	0	
Capital Charges	C	(10)	(10)	(10)	(10)	0	
<b>Total Expenditure</b>		<b>(1,267)</b>	<b>(1,032)</b>	<b>(1,165)</b>	<b>(1,002)</b>	<b>30</b>	
<b>INCOME</b>							
Other Grants, Reimbursements and Contributions	L	25	0	0	0	0	2
Other Grants, Reimbursements and Contributions	C	70	0	0	0	0	
Customer, Client Receipts	L	292	321	321	288	(33)	
Investment Income	C	1	1	1	1	0	
<b>Total Income</b>		<b>388</b>	<b>322</b>	<b>322</b>	<b>289</b>	<b>(33)</b>	
<b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND RECHARGES</b>		<b>(879)</b>	<b>(710)</b>	<b>(843)</b>	<b>(713)</b>	<b>(3)</b>	
<b>SUPPORT SERVICES AND RECHARGES</b>							
Central Support		(203)	(180)	(180)	(225)	(45)	3
<b>Recharges within Fund</b>							
Directorate Recharges		(50)	(34)	(34)	(101)	(67)	4
Learning Recharges		(58)	(75)	(75)	(78)	(3)	
Corporate and Democratic Core		8	7	7	7	0	
<b>Total Support Services and Recharges</b>		<b>(303)</b>	<b>(282)</b>	<b>(282)</b>	<b>(397)</b>	<b>(115)</b>	
<b>TOTAL NET EXPENDITURE</b>		<b>(1,182)</b>	<b>(992)</b>	<b>(1,125)</b>	<b>(1,110)</b>	<b>(118)</b>	

**Notes:**

1. £32,000 reduction in employee expenses is due to implementation of TOM Phase 1, partly offset by increases in pay due to pay awards, incremental and career grade progression.
2. (£33,000) decrease in customer, clients receipts is due to an expected reduction in rental income relating to properties at 240-242 Upton Lane.
3. (£45,000) increase in central support reflect changes in the budgets of central departments and their apportionment between committees.
4. (£67,000) increase in the Directorate recharges due to implementation of TOM.

## Appendix 2

### Movement between 2022/23 Original Local Risk Budget to the 2023/24 Original Local Risk Budget

<b>West Ham Park</b>	<b>£000</b>
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(701)</b>
<b>Executive Director Environment</b>	
4% inflation uplift	(26)
2% efficiency saving	13
Pay award	(17)
Transfer of one centrally funded apprentice from West Ham Park to Queen's Park as part of TOM phase 1	27
<b>City Surveyor</b>	
Planned & Reactive Works including Cleaning	-
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(704)</b>

<b>Committee(s):</b> West Ham Park Committee	<b>Dated:</b> 05/12/2022
<b>Subject:</b> Operational Finance Progress Report (period 6 April - September) 2022/23 – West Ham Park	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	n/a
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	n/a
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> Neil Chambers, Chamberlain’s Department Simon Owen, Chamberlain’s Department	

## Summary

This report provides an update on the operational finance position as @ period 6 (April - September) 2022/23 for West Ham Parks local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds and endowment balances held and other relevant finance information which fall within the remit of your Committee.

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

## Recommendation

Members are asked to:

- Note the content of this report and its appendices.

## Main Report

### Background

1. In order to improve financial reporting to Committee, a set of various financial appendices and commentary have been produced to enable greater clarity of revenue budgets and other financial information needed to allow greater scrutiny of the financial performance of West Ham Park, to ensure they remain within the Executive Director Environments local risk resources for 2022/23.

- To ensure your Committee is kept informed, an update on progress made against budgets will be reported to you on a periodic (quarterly) basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance to them.

### Local Risk Revenue Forecast Outturn 2022/23

- As detailed in the Table 1 below, West Ham Park has an overall net local risk expenditure revenue budget of £636k. The current forecast outturn for 2022/23 as @ period 6 (September) is £596k, a forecast underspend of £40k currently.

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

West Ham Park Committee (City's Cash)	Latest Approved Budget 2022/23  £'000	Forecast for the Year 2022/23	
		Projected Outturn  £'000	Variance from LAB  £'000
<b>Total West Ham Park</b>	<b>(636)</b>	<b>(596)</b>	<b>40</b>

- This forecast underspend is part of a wider overall overspend projected for other services within the Natural Environment Division of £292k, partly offset by other underspends of £76k within the Executive Directors other Service Committees, giving a total net forecast overspend for the Environment Department of £176k overall for 2022/23.
- Appendix 1 sets out a more detailed financial analysis of West Ham Parks local risk and central risk monitoring report for period 6, including reasons for significant budget variations.
- The overall local risk forecast underspend of £40k (6.3%) against the approved budget of £636k is due to staffing vacancies and reduced training costs.

### Local Risk Actual Position to Date

- Appendices 2 and 3 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for the division.
- Appendix 2 highlights that West Ham Park have received actual income to date of £166k against a budget to date of £144k, a favourable variance of £22k. The main income variance to date relates to receiving rental income ahead of expected budget profile, though this is expected to be on budget for year end outturn.
- Appendix 3 highlights that West Ham Park have incurred actual expenditure to date of £405k against a budget to date of £485k, a favourable variance of £80k to date. The main expenditure variances to date relate to staffing vacancies and reduced training costs incurred, plus underspends on some of the running budgets for premises and supplies & services, which are expected to be fully utilised by year end.

10. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.

## Capital Projects

11. Table 2 below outlines the current live capital projects in progress against their currently approved budget. It should be noted that the "current approved budget" is the amount currently agreed by Committee to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
12. For the West Ham Park nursery project, out of a current approved budget of £337k, £227k has been spent or committed to date, leaving a remaining budget of £110k to progress the project to the next project gateway, release of further capital funds or completion.

**Table 2 – Live Capital Projects**

<b>Capital Projects – West Ham Park</b>	<b>Total Estimated Cost of Project</b>	<b>Current Approved Budget</b>	<b>Prior Year Actual Spend</b>	<b>In Year Actual Expenditure</b>	<b>In Year Committed Expenditure</b>	<b>Current Approved Budget Unspent</b>
	£'s	£'s	£'s	£'s	£'s	£'s
West Ham Park Nursery	337,038	337,035	219,275	7,500	0	110,260
<b>Total</b>	<b>337,038</b>	<b>337,035</b>	<b>219,275</b>	<b>7,500</b>	<b>0</b>	<b>110,260</b>

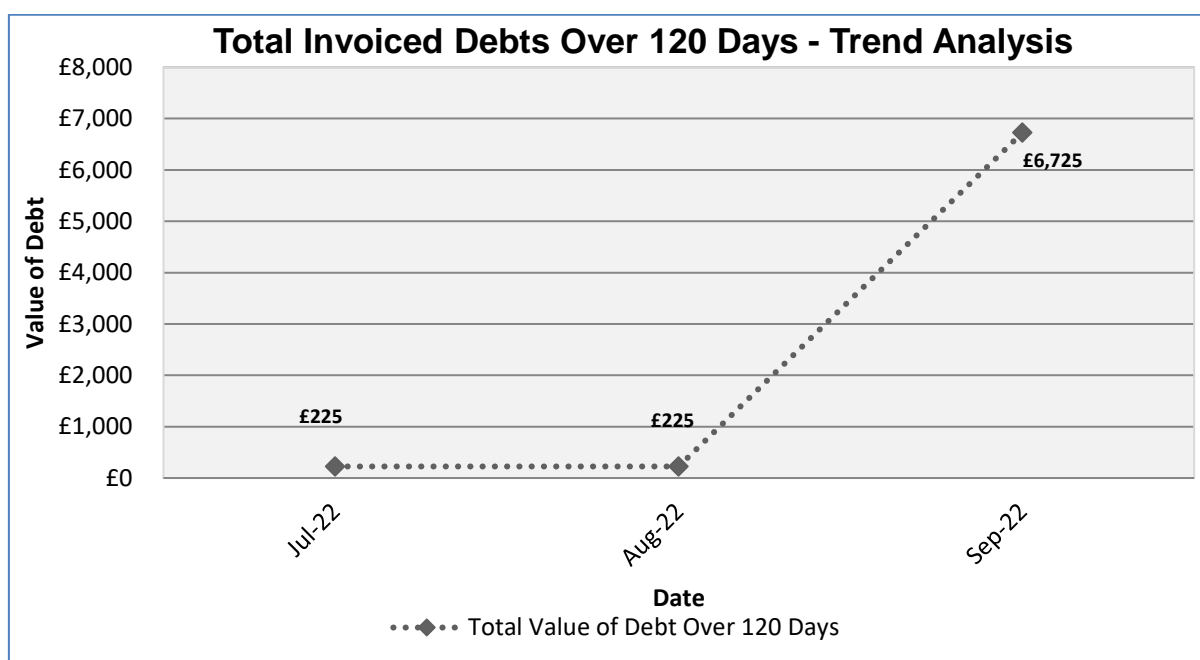
13. In light of the current financial climate and with the implication of inflation and other cost pressures (construction inflation is expected to rise as high as 20% and CPI rose by 9.9% in the last 12 months), Resource Allocation Sub-Committee (RASC), supported by the Operational Property and Projects Sub Committee, agreed to pause the business as usual (BAU) capital programme and carry out a Capital Review. The goal of the Capital Review is to ensure that projects do not exceed current overall estimated capital budgets across City Fund and City's Cash for the financial year 2022-23 and 2023-24.
14. The BAU Capital Review is looking at projects funded through the Corporation's own resources, and it excludes projects funded through ring-fenced pots. This will be achieved by: (1) pausing/stopping projects that are low priority/identify as desirable and (2) reviewing the scope of higher priority projects to ensure the Corporation obtains value-for-money in the current economic climate.

15. The nursery project identified in Table 2 above has been considered within this Capital Review and discussed by RASC when a follow-up report was tabled by the Chamberlain on the 9<sup>th</sup> November. Following on from the RASC meeting, this project was given approval by RASC to progress.
16. As a result of this Capital Review, for the financial year 2023/24, no new capital bids will be taken forward, however, a £3m contingency has been set aside in City's Cash for essential health and safety capital schemes.

### Outstanding Invoiced Debts

17. At the end of September 2022, total outstanding invoiced debt for West Ham Park was £10,722 out of a total debt for Natural Environment Division (including City Gardens) of £274,180. Of this West Ham Park debt, £6,725 (63%) was over 120 days+, £828 (7%) was between 60-120 days and £3,169 (30%) was under 60 days.
18. Table 3 below shows a graphical representation of the total invoiced debts over 120 days+ outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The graph shows the time trend of the level of 120 day+ debt outstanding over the previous 3-month period (debts over 120 day+ from April 2022 to June 2022 were zero).

**Table 3 – Outstanding Invoiced Debt as @ September (period 6)**



19. The debt spike in September 2022 related to a single invoice of £6,500 for one mobile refreshment license fee to Frank Federico, for which there is an agreement to pay by instalments to settle the debt.
20. A further detailed debt report of all outstanding debts (not just the balance over 120 days+) will be provided as per normal business practice to report periodic monitoring for Chief Officers on the level of debt arrears to Service Committees at the next available Open Spaces and City Gardens Committee.

## Charity Funds (Restricted, Unrestricted and Endowments)

21. Table 4 below lists the various restricted, unrestricted and endowment funds held by West Ham Park charity. It details the opening balance for the 2022-23 financial year and any movements up to period 6 (April-September 2022).

**Table 4 – Charity Funds (Restricted, Unrestricted and Endowments) Sept (Period 6)**

	Opening Balance 2022/23 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Closing Balance 2022/23 £'s
<b>Restricted Income Funds:</b>					
Campaign Donations - Playground Refurbishment Project	1,396				1,396
<b>Designated (Unrestricted Income Fund):</b>					
Tangible Fixed Assets (Equipment)	109,888				109,888
<b>Total West Ham Park Committee</b>	<b>111,284</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>111,284</b>

22. It should be noted that the various charity funds listed above in Table 4 should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.

23. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:

- **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.
- **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Cash funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Cash.
- **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.

- **Endowment** - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment (see below):
  - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
  - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

## Deficit Funding

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

**Table 5 – Deficit Funding by City Cash**

Charity	Actual 2018/19 £'000	Actual 2019/20 £'000	Actual 2020/21 £'000	Actual 2021/22 £'000	Estimate 2022/23 £'000
Epping Forest	4,643	5,209	4,928	4,500	4,376
Burnham Beeches & Stoke Common	864	1,005	818	792	690
West Wickham & Coulsdon	1,194	1,071	1,166	949	992
Ashted Common	511	505	513	463	435
<b>Sub-Total Epping Forest and Commons</b>	<b>7,212</b>	<b>7,790</b>	<b>7,425</b>	<b>6,704</b>	<b>6,493</b>
Hampstead Heath Consolidated	5,988	6,134	5,872	4,776	4,083
Highgate Wood & Queen's Park Kilburn	1,245	1,348	1,372	1,034	1,054
West Ham Park	1,186	1,331	1,271	1,172	972
Keats House	358	540	335	275	264
<b>Total Natural Environment Division</b>	<b>15,989</b>	<b>17,143</b>	<b>16,275</b>	<b>13,961</b>	<b>12,886</b>

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

## Gift Aid

26. One option identified to help generate future additional funding as we move through the Charity Review, is maximising Gift Aid contributions, which have not historically provided value for money to claim, given low levels of donations income on which claims could be made compared to the costs of administering the claims.



27. In order to progress this income generating option for the Natural Environment charities, a Gift Aid pilot project for Hampstead Heath has been established and is progressing well. New bank accounts have been allocated, which has allowed the Natural Environment Division to proceed to register with HMRC. The Natural Environment Division have submitted the registration pack to HMRC and are currently in the waiting period for this to be processed but have been advised it could take 6-7 weeks. A “Just Giving” page has already been created and once successful notification back from HMRC is received, Natural Environment Division staff will be able to start processing Gift Aid on eligible contributions.

## **Appendices**

Appendix 1 – West Ham Park Local Risk and Central Risk Monitoring Reports @ September (period 6)

Appendix 2 - Income Performance 2022/23 as @ September (period 6)

Appendix 3 - Expenditure Performance 2022/23 as @ September (period 6)

## **Contacts**

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**West Ham Park - Local Risk Revenue Budget 2022/23 - September (Period 6)**

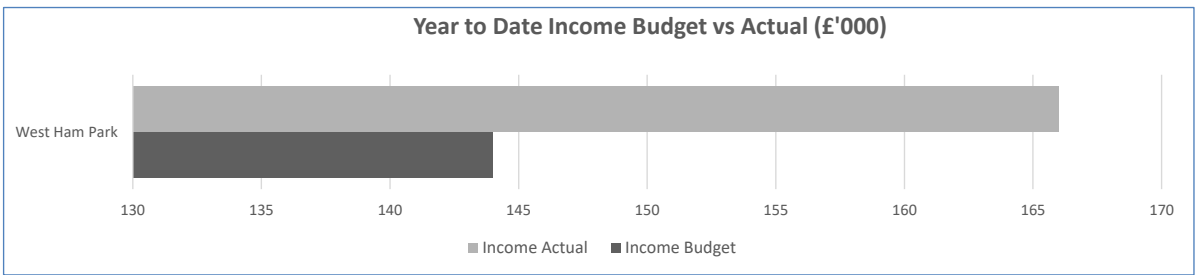
WEST HAM PARK	Latest Approved Budget 2022/23 £	Actual to Date £	Projected Outturn 2022/23 £	Variance from Latest Approved Budget 2022/23		Variance Change from P5 £	Notes
				£	%		
Direct Employees	727,000	329,014	690,000	(37,000)	-5%	0	1
Indirect Employees	11,000	3,402	8,000	(3,000)	-27%	0	2
Premises	52,000	21,498	52,000	0	0%	0	
Transport	17,000	8,662	17,000	0	0%	0	
Supplies and Services	135,000	42,186	135,000	0	0%	0	
Third Party Payments	15,000	0	15,000	0	0%	0	
<b>Total Expenditure</b>	<b>957,000</b>	<b>404,762</b>	<b>917,000</b>	<b>(40,000)</b>	<b>-4%</b>	<b>0</b>	
Other Grants, Reimbursements and Contribs	0	(85)	0	0	0%	0	
Fees and Charges	(92,000)	(26,954)	(92,000)	0	0%	0	
Rents etc	(229,000)	(139,345)	(229,000)	0	0%	0	
<b>Income</b>	<b>(321,000)</b>	<b>(166,383)</b>	<b>(321,000)</b>	<b>0</b>	<b>0%</b>	<b>0</b>	
<b>Total Net Expenditure - Local Risk</b>	<b>636,000</b>	<b>238,379</b>	<b>596,000</b>	<b>(40,000)</b>	<b>-6%</b>	<b>0</b>	
<b>Central Risk</b>							
Capital Charges	10,000	0	10,000	0	0%	0	
Indirect Employees	14,000	14,164	14,000	0	0%	0	
Investment Income	(1,000)	0	(1,000)	0	0%	0	
<b>Total Net Expenditure - Central Risk</b>	<b>23,000</b>	<b>14,164</b>	<b>23,000</b>	<b>0</b>	<b>0%</b>	<b>0</b>	

**Notes:**

1. £37k favourable projected outturn is due to vacancies.
2. £3k favourable projected outturn is due to reduced volume of training required due to staff vacancies.

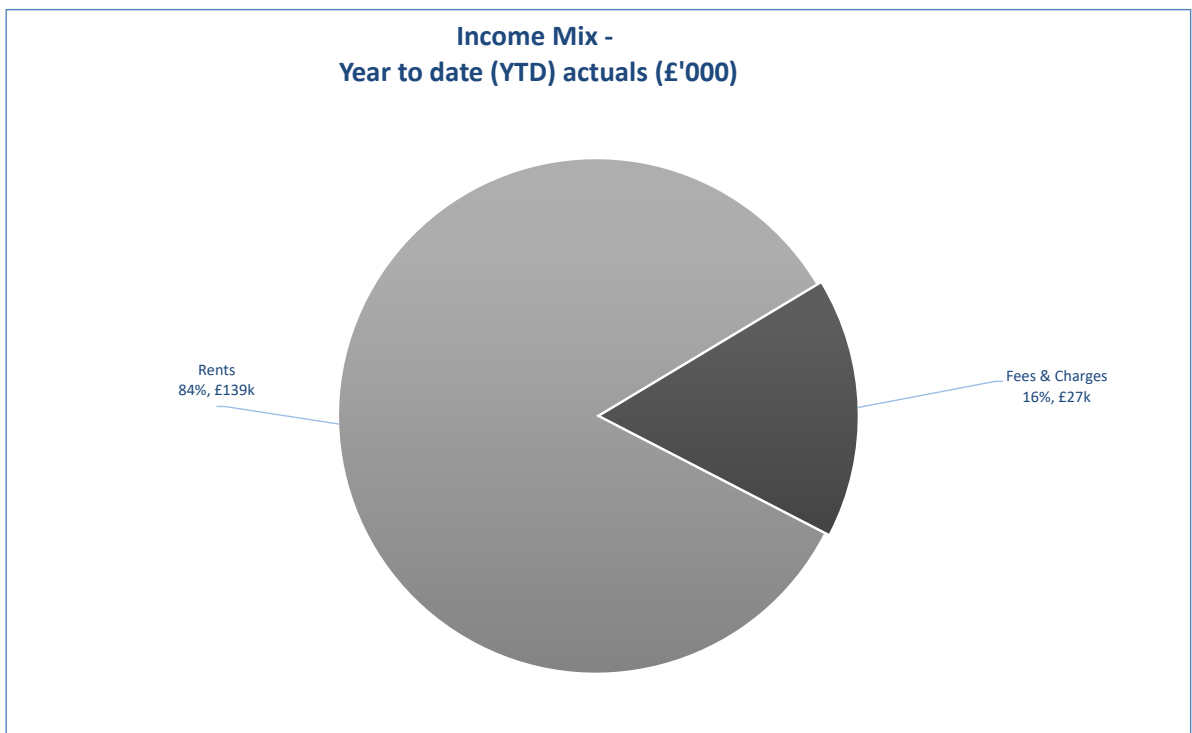
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**West Ham Park - Income Performance 2022/23 - September (Period 6)**



**Notes:**

1. **West Ham Park** - favourable variance to date of £22k mainly relates to receiving rental income ahead of budget profile.

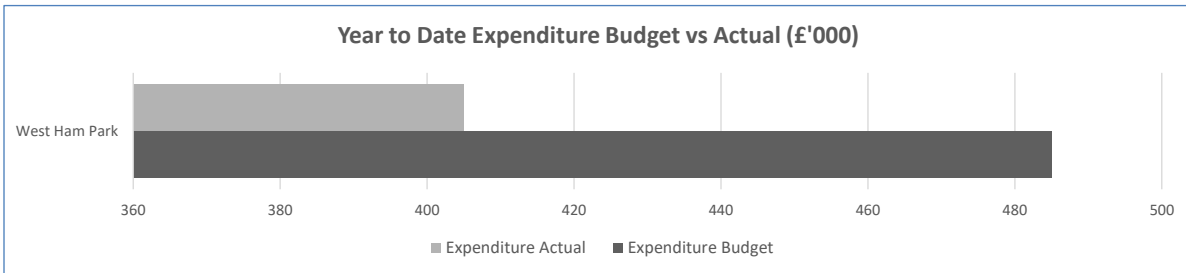


**Notes:**

1. Total year to date actual income as @ September (Period 6) = £166k.

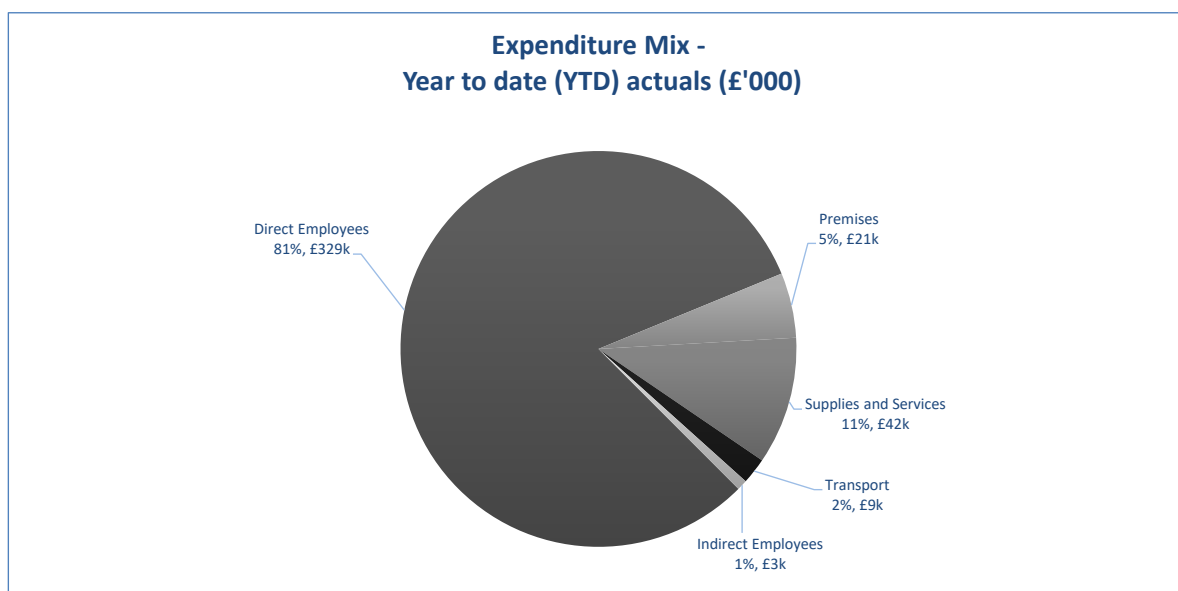
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**West Ham Park - Expenditure Performance 2022/23 - September (Period 6)**



**Notes:**

1. **West Ham Park** - favourable variance to date of £80k mainly relates to staffing vacancies and reduced training costs.



**Notes:**

1. Total year to date actual expenditure as @ September (Period 6) = £405k.
2. Premises costs mainly relate to cleaning & refuse; electricity & gas; rates; repairs & maintenance; water etc.
3. Supplies & Services costs mainly relates to equipment; furniture & materials; communication & computing; professional fees & services; uniforms etc.

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# Agenda Item 6

<b>Committee(s)</b>	<b>Dated:</b>
Open Spaces and City Gardens Committee West Ham Park Committee Epping Forest and Commons Committee Hampstead Heath, Highgate Wood and Queens Park Committee	5 December 2022 5 December 2022 21 November 2022 7 December 2022
<b>Subject:</b> Open Spaces Business Plan 2022/23 – Progress Report (mid-year, April-September 2022)	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Outcomes: 2, 3, 5, 10, 11, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>Report of:</b> Juliemma McLoughlin, Executive Director, Environment	<b>For Information</b>
<b>Report author:</b> Joanne Hill, Business Planning and Compliance Manager, Environment Department	

## Summary

This report provides Members with an update on progress made against the 2022/23 High-Level Business Plan of the Open Spaces Department which was approved by the Open Spaces and City Gardens Committee in December 2021.

As the Business Plan was written prior to the formation of the new Environment Department, it refers to the ‘Open Spaces Department’ rather than the ‘Natural Environment Division’. New Business Plans for 2022/23 will reflect the new Department and Division names.

The report summarises the progress that has been made against major workstreams and performance measures during the first six months of 2022/23. An update on the financial position is provided in the separate Chamberlain’s report also presented to this Committee.

## Recommendation

Members are asked to:

- Note the content of this report and its appendices.

## Main Report

### Background

1. The Open Spaces and City Gardens Committee approved the High-Level Departmental Business Plan 2022/23 (Appendix 1) on 7 December 2021.
2. Under the Corporation’s new Target Operating Model, with effect from 1 April 2022 the former Open Spaces Department became the Natural Environment Division of the new Environment Department. As the 2022/23 Business Plan was

written prior to the formation of the new Environment Department, it refers to the Natural Environment Division as the 'Open Spaces Department'. The new Business Plan for 2023/24 will reflect the new Department and Division name and structure.

3. The Business Plan sets out the major workstreams and key performance indicators (KPIs) for the year ahead.
4. To ensure your Committee is kept informed, progress made against the High-Level Business Plans is reported to you every six months. This approach allows Members to ask questions and have a timely input into areas of particular importance to them.

## **Current Position**

### **Major workstreams**

5. Throughout the year, your Committee has been kept informed of progress made against major workstreams by way of regular Assistant Director Update reports and/or separate detailed reports. A summary of progress made to the end of September 2022 is presented below.
  - **Finalise the new open spaces vision and 5-year improvement plan and progress its implementation.**
    - The new vision and the 5-year Improvement Plan are under development and work on this will continue during the second half of the year.
    - The High-Level Business Plan for 2023/24 will be presented to Committees in early 2023 and include the priority strategies for the year ahead.
    - The Charity Strategy is being reviewed as part of the work to review all nine Natural Environment Charities. This major piece of work has commenced and includes the following elements:
      - a) Charity Governance
      - b) Charity Finance
      - c) Charity Resourcing (Phase 3 Target Operating Model)
      - d) Charity Strategy including the following strategies: Nature Resilience; Community Involvement; Charity Income; Culture & Heritage; Visitor; Sport and Leisure; and Education and Learning.
  - **Progress the landscaping of Finsbury Circus, the access and security improvements at the Heath's swimming facilities, and the replacement playground at West Ham Park.**
    - The project to redevelop the Finsbury Circus site is on hold and will progress once the Capital Review process has been completed and the scope of the project clarified.
    - The project to improve the safety, access and security across the three Bathing Ponds at Hampstead Heath has progressed and is expected to be delivered within planned timescales and budget. Detailed updates

on the progression of the project are presented to your committee on a regular basis.

- The new playground at West Ham Park opened on 5 August 2022.
  - **Progress the Carbon removal projects to deliver the open spaces element of the Climate Action Strategy.**
    - An update on the Carbon Removals Project is presented in a separate report to this Committee.
  - **Actively engage in the review of Chilterns and Surrey Hills Areas of Outstanding Natural Beauty (AONB) boundaries.**
    - A report was presented to the Epping Forest and Commons Committee in October 2023 seeking approval for further involvement in the AONB boundary revision consultation. The report provided a detailed update on the progression of the Surrey Hills AONB boundary review. It also confirmed that there has been no progress with the Chilterns AONB so far this year.
6. Alongside the major workstreams included in the High-Level Business Plan, additional priorities for each area of service were identified at the beginning of the year. An update on progress made to date against these additional priorities is provided at Appendix 2.

### **Performance Measures**

7. Most of the performance measures set out in the Business Plan are measured annually and will be reported to your Committee at year-end. However, where data is available at the mid-year point, it is presented at Appendix 3.

### **Corporate & Strategic Implications**

**Strategic implications** – The monitoring of key improvement objectives and performance measures links to the achievement of the aims and outcomes set out in the Corporate Plan 2018-23.

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

**Resource implications** – The Natural Environment Division continues to progress through the Target Operating Model (TOM) process.

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

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

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

### **Appendices**

- Appendix 1 – Open Spaces Department High-Level Business Plan 2022/23
- Appendix 2 – Key achievements
- Appendix 3 - Performance measures

### **Background Reports**

'Open Spaces Business Plan for 2022/23'

Open Spaces and City Gardens Committee, 7 December 2021

West Ham Park Committee, 7 December 2021

Epping Forest & Commons Committee, 17 January 2022

Hampstead Heath, Highgate Wood and Queen's Park Committee, 9 February 2022

### **Contact**

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## THE CURRENT OPEN SPACES VISION IS:

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

### Our overarching objectives are:

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

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

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

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

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

## What's changed during 2021

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

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

## Our Strategic Commitments

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

### Apprenticeship Strategy

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

### Climate Action Strategy

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

### Cultural Strategy

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

### Responsible Business Strategy

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

### Social Mobility Strategy

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

### Sport & Physical Activity Strategy

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

### Volunteering Strategy

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

## Red & Amber Open Spaces Departmental and Corporate Risks

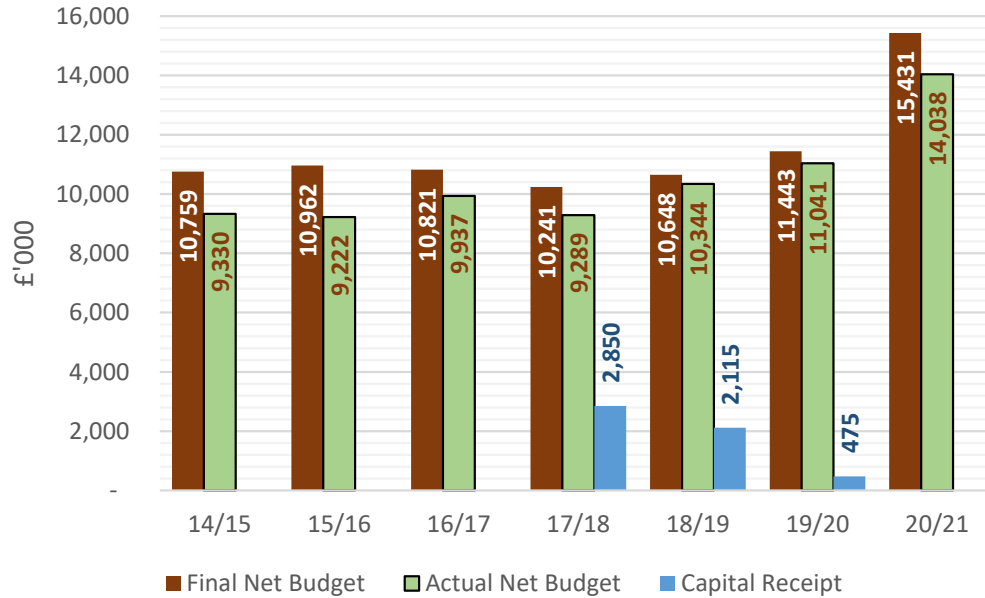
Open Spaces Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City’s water bodies	16
Accelerated Long-term Damage to Open Spaces Sites	16
Budget reduction and Income Loss	16
Impact of development	12
The effect of a major event in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

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

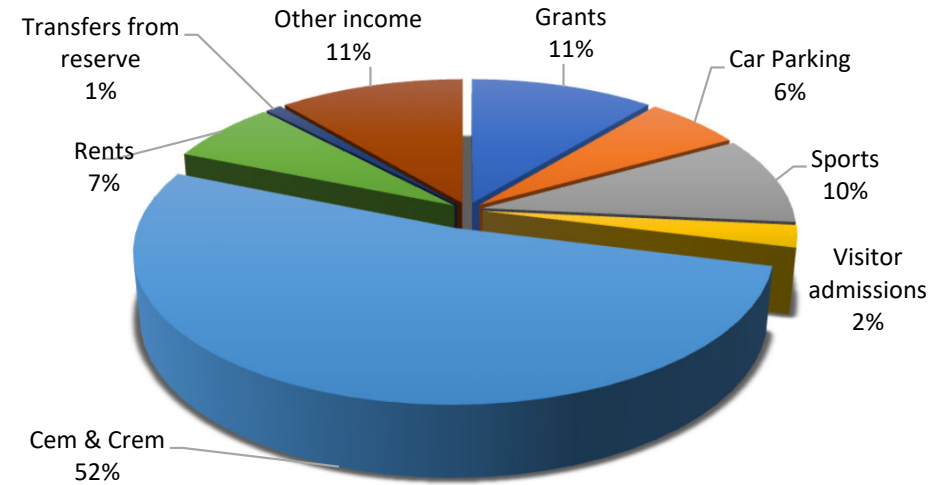
Performance Measures include	2021/22 Performance	2022/23 direction of travel or target
Green Heritage Accreditation	14 Awards	14 Awards
Green Flag Awards	15 Awards	15 Awards
Visits to Departments webpages	698,512 (at end Sept)	Increase above 2021/22 actual
Tennis court usage	42,368 (at end Sept)	Increase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

## 2020/21 Directors local risk

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



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



#### CoL Funded Capital Projects

##### Completed in 2020/21:

- Cremator replacement project

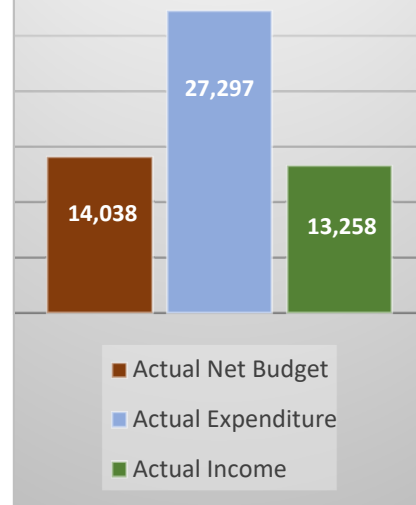
##### Live in 2021/22:

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

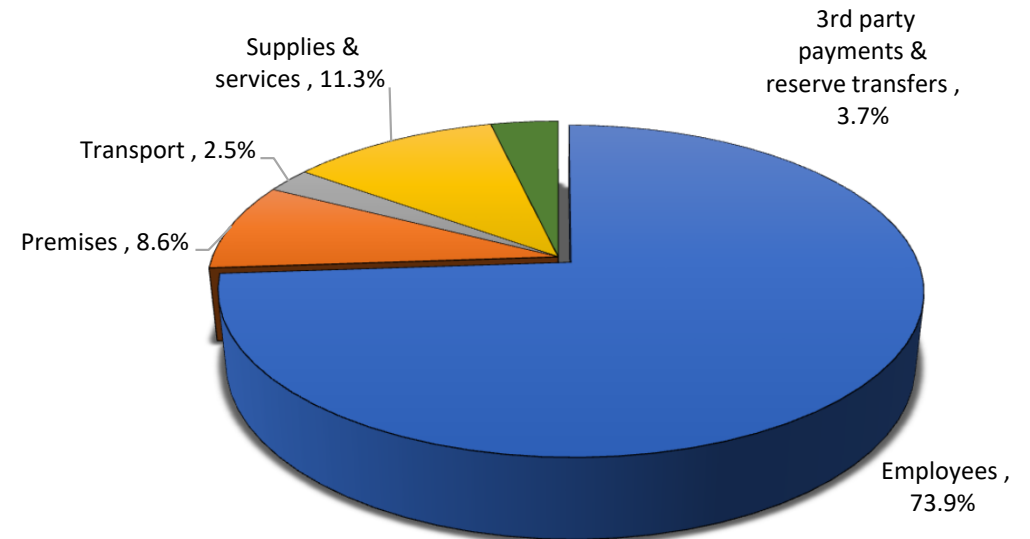
##### Requested in Nov 2021/22

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

### Outturn local risk 2020/21



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



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## Progress against additional priorities 1 April - 30 September 2022

### City Gardens

- **Implementation of new structure** – City Gardens is now part of the Gardens and Cleansing Service within the City Operations Division. Officers have been developing new ways of working within the new team. They have completed the post-TOM recruitment that was required and have relocated from the Irish Chamber to the Guildhall.
- **Climate Action** – The City Gardens Team is working with ‘Policy and Projects’ to plant up to 100 new street trees, implement a number of climate action schemes within gardens, and develop a climate resilient planting catalogue.
- **London in Bloom Award** – City Gardens won a Gold award in the Town category of the London in Bloom Awards and retained the Green Flag Award for Bunhill Fields.
- **Electric Fleet** – City Gardens took receipt of its first electric vehicle: a Goupil G4 utility vehicle.

### West Ham Park

- **Joint working** – The team is working with colleagues at Hampstead Heath to implement ‘TreePlotter’ software to manage tree inspections and works.
- **Biodiversity status** - The London Wildlife Trust has recommended that West Ham Park’s SINC (Site of Importance for Nature Conservation) status is elevated from a Site of Local Importance to a Site of Borough Importance. The recommendation is currently with Newham Council and the full SINC review will be published for public consultation later this year.
- **Playground** – The refurbished playground opened in August 2022.
- **Awards** – The park won a Gold award and was named as the overall winner in the Large Park Category of the London in Bloom Awards. It was also voted ‘Local Favourite Park’ in the UK Fields in Trust awards.
- **Climate Action** - New planting is being considered to help reduce the carbon footprint. Funding opportunities are being explored.
- **Nursery Site development** – major redevelopment of the old Nursery Site is progressing through the development stages. The aim is to provide housing and additional open space for park users.

### Hampstead Heath, Highgate Wood and Queen’s Park

- **Covid-19 Restoration Programme** – A new Conservation Area has been created at Highgate Wood to address compaction issues.
- **Licensing Schemes** – The Hampstead Heath Dog Licensing Scheme was launched on 1 April 2022.
- **Playground Improvements** – Construction works at the Heath Extension Playground began at the end of September, with the playground on schedule to reopen in November 2022.

- **London in Bloom Award** – Queen’s Park and Golders Hill Park both won a Gold award in the Large Park Category. The Hill Garden Pergola won Gold in the Walled Garden category.
- **Queen’s Green Canopy** – An Alder Tree was presented to the Heath as part of the Queen’s Green Canopy initiative.

### Epping Forest

- **Car Parking** – Charges are now in place in all car parks with an average of 15,000 parking sessions per month (booked via RingGo).
- **Lodges** – Refurbishment of a second holiday let has been completed and is now open for bookings.
- **Strategic Access Management and Monitoring (SAMM)** – A SAMM agreement is now in place to manage and monitor the impacts of visitors to the Forest.
- **New Cattle Grazing System (GPS-driven invisible fencing)** – More than 60 animals have been using GPS collars, enabling grazing management on two new sites which have not been grazed in recent history.
- **ULEZ compliance** – Three tractors are in the process of being replaced with more efficient models. Further opportunities for replacements within the 2022/23 financial year are being identified.
- **Queen’s Green Canopy** – The Forest was dedicated as an Ancient Woodland by the Queen’s Green Canopy initiative.

### The Commons

- **Management Plans** – Management Plans and associated consultation reports for the four Coulsdon Commons, i.e. Farthing Downs, Riddlesdown, Kenley Common, and Coulsdon Common, were approved by the Epping Forest and Commons Committee in May 2022.
- **Kenley Revival Project** – The project has been fully completed.
- **Queen’s Green Canopy** – Ashted Common was dedicated as an Ancient Woodland by the Queen’s Green Canopy initiative
- **Invisible fencing** - The use of invisible fencing has been implemented at Burnham Beeches this summer using both ‘Boviguard’ and ‘Nofence’ systems.
- **Burnham Beeches landscape project** – The project is making good progress: biodiversity surveys and plans have been completed and a consultant is about to be engaged to provide costs and look at funding options.
- **Income generation** – The Eco Cafe at Burnham Beeches is on track to exceed its income target. The Riddlesdown café concession offer was advertised but the successful applicant withdrew prior to the contract being signed. A case will be made for the café to be reviewed/remarketed in 2023.

### Learning and Development

- **School Programme** – The programme continues to engage high pupil premium schools and is working in partnership with Culture Mile Learning to expand this reach.
- **Post-Covid recovery** - The school service has continued to grow, with numbers now exceeding the pre-pandemic levels.

- **Bespoke learning programmes** - Learning officers have continued to work with community groups during the summer holidays. A new Youth Officer was recruited in August and new youth programmes are booked in for October, including activities for young carers and a pre-apprenticeship work experience programme for school students at risk of exclusion.
- **Learning volunteers** - The team has continued to support the learning volunteers to develop their skills, networks, confidence and wellbeing.

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# Performance Measures : 1 April - 30 September 2022



Green Heritage Site Accreditation

13

2022/23 target: retain 13 awards

Green Flag Awards

14

2022/23 target: retain 14 awards



90%

of participants in learning and volunteering programmes reported that they felt 'connected' or 'very connected' to nature as a result.

2022/23 Target: >92%

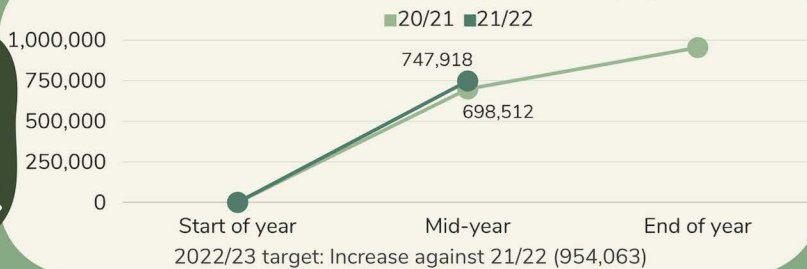
Directly supervised volunteer work hours:  
Progress towards annual target

71%

2022/23 Target: >15,161 hours



Number of visitors to open spaces webpages



2022/23 target: Increase against 21/22 (954,063)

Number of visits to Queen's Hunting Lodge & The Temple

22/23 Mid-year total: 23,555

22/23 Target: >17,737



Health and safety accident investigations

95%

2022/23 Target: 85% of all accident investigations completed within 28 days



Hours of tennis court usage:  
Progress towards annual target

43%

West Ham Park  
Mid-year: 10,215 hours  
Target: >23,610 hours

55%

Parliament Hill  
Mid-year: 12,062 hours  
Target: >22,075 hours

48%

Golders Hill Park  
Mid-year: 3934 hours  
Target: >8,131 hours

60%

Queen's Park  
Mid-year: 7,712 hours  
Target: >12,881 hours



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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