



## Open Spaces and City Gardens

**Date:** MONDAY, 13 FEBRUARY 2023

**Time:** 10.00 am

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

**Members:**

Caroline Haines (Chair)	Alderman Ian Luder
Andrew McMurtrie (Deputy Chairman)	Wendy Mead
James Bromiley-Davis	Benjamin Murphy
Deputy Graeme Doshi-Smith	Oliver Sells KC
Alderman Gregory Jones KC	William Upton KC

**Enquiries:** Chloe Ainsworth  
Chloe.Ainsworth@cityoflondon.gov.uk

### Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<https://www.youtube.com/@CityofLondonCorporation/streams>

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.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Ian Thomas**  
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. **WELCOME TO NEW MEMBER**

The Chair to be heard.

**For Information**

4. **MINUTES**

To agree the public minutes and summary of the meeting held on 5 December 2022.

**For Decision**  
(Pages 5 - 12)

### **Open Spaces**

5. **FINANCE PROGRESS REPORT**

Report of the Chamberlain.

**For Information**  
(Pages 13 - 34)

6. **RISK MANAGEMENT UPDATE**

Report of the Executive Director Environment.

**For Decision**  
(Pages 35 - 64)

7. **DRAFT HIGH-LEVEL BUSINESS PLAN (2023/24)**

Report of the Executive Director Environment.

**For Decision**  
(Pages 65 - 76)

8. **DIRECTOR'S REPORT**

Report of the Executive Director Environment.

**For Discussion**  
(Pages 77 - 82)

9. **REVISED TERMS OF REFERENCE (TO FOLLOW)**

Report of the Executive Director Environment.

**For Decision**

10. **NATURE RESILIENCE**

Executive Director Environment to be heard.

**For Information**

**City Gardens**

11. **CITY GARDENS MANAGER'S UPDATE / FINSBURY CIRCUS**

Executive Director Environment to be heard.

**For Information**

12. **CITY CLUSTER VISION - WELL-BEING & CLIMATE CHANGE RESILIENCE PROGRAMME: JUBILEE GARDENS IMPROVEMENTS (GW5)**

Report of the Executive Director Environment.

**For Decision**  
(Pages 83 - 108)

13. **2023/24 EVENTS FEES AND CHARGES**

Report of the Executive Director Environment.

**For Decision**  
(Pages 109 - 114)

14. **SPORTS STRATEGY UPDATE**

Executive Director Environment to be heard.

**For Information**

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

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

**For Decision**

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

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 5 December 2022.

**For Decision**  
(Pages 115 - 116)

19. **TARGET OPERATING MODEL (TOM) UPDATE**

Executive Director Environment to be heard.

**For Information**

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

### **Part 3 - Confidential Agenda**

22. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 5 December 2022.

**For Decision**

## **OPEN SPACES AND CITY GARDENS** **Monday, 5 December 2022**

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 5 December 2022 at 10.00 am

### **Present**

#### **Members:**

Caroline Haines (Chair)  
Andrew McMurtrie (Deputy Chairman)  
Alderman Ian David Luder  
Wendy Mead  
Oliver Sells KC

#### **Observer:**

Catherine Bickmore

#### **In attendance:**

Benjamin Murphy

#### **Officers:**

Sally Agass	- Environment Department
Chloe Ainsworth	- Town Clerk's Department
Melanie Charalambous	- Environment Department
Joanne Hill	- Environment Department
Juliemma McLoughlin	- Environment Department
Simon Owen	- Chamberlain's Department
Jake Tibbetts	- Environment Department
Edward Wood	- Comptroller and City Solicitor's Department

### **1. APOLOGIES**

Apologies for absence were received from Deputy Graeme Doshi-Smith and Benjamin Murphy (Mr Murphy did however join the meeting virtually).

The Chair informed Members that Catherine McGuinness had stepped down from the Committee and that a new appointment would be made at the next meeting of the Court of Common Council on 8 December 2022.

### **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 7 July 2022 were approved as a correct record.

### 3.1 Matters Arising

The Committee received a verbal update from the Executive Director of Environment on Finsbury Circus, which had been subject to the corporate projects review led by the Resource Allocation Sub Committee (RASC).

The Committee noted that Finsbury Circus had received a Crossrail contribution of approximately £3.2 million to fund the core part of the scheme and that there had been a commitment to increase this budget by £2.5 million from the Community Infrastructure Levy (CIL). It also noted that costs had since increased and at the previous meeting the Committee had been informed that Officers were considering additional funding sources.

Members were informed that at the meeting of the RASC on 9 November, the Sub Committee had enquired if the scheme could fit within the existing Crossrail envelope of £3.2 million. Officers advised that Environment and the City Surveyors would obtain current market prices and consider this, but pointed out that revising the scheme to fit solely within the Crossrail contribution would mean deviating from the scope originally agreed by the Open Spaces & City Gardens Committee and for which planning approval had been obtained.

The Committee was extremely concerned with the delays to the Finsbury Circus scheme and the resulting increase in cost. The Committee noted that it would need to consider whether to retain the original scope of the scheme and seek the additional funding from RASC or whether to try to fund the scheme with the existing £3.2 million.

In response to a question, the Committee was informed that there was not a time limit on spending the Crossrail contribution and that this did not include the western leg of Finsbury Circus. In response to another question, Officers advised that they would explore whether any interest was being accrued by the Crossrail contribution and, if this was the case, where it was allocated to.

The Executive Director of Environment informed Members that going forward a Priorities Board would deal with projects that were legally capable of gaining CIL or on-street parking and that these would be reported to RASC on a quarterly basis. RASC would then determine which activities should be prioritised. The Committee was mindful that there was no guarantee that RASC would prioritise granting funds to Finsbury Circus.

**RESOLVED, that** - The Committee is extremely concerned with the ongoing delays in the reinstatement of Finsbury Circus and requests that the Resource Allocation Sub Committee consider treating the Crossrail contribution like section 106 monies and that the interest accrued be added to the sum.

## 4. NOTE OF INQUORATE MEETING

**RESOLVED** – The public note of the inquorate meeting held on 6 October 2022 was approved as a correct record.

5. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

The Committee received a report of the Town Clerk setting out the decisions taken by the Town Clerk in consultation with the Chair and Deputy Chair, in accordance with Standing Order Nos. 41(a) and 41(b), since the last meeting.

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

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

The Committee received a report of the Executive Director Environment updating Members on the 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.

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

7. **DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES 2023-24**

The Committee considered a joint report of the Chamberlain and the Executive Director Environment presenting the revenue and capital budgets for the Open Spaces and City Gardens Committee for 2023/24.

A Member sought clarity on the estimated costs for the Committee's current approved capital and supplementary revenue projects.

**RESOLVED** – That Members 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.

8. **OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 6 APRIL - SEPTEMBER) 2022/23 - NATURAL ENVIRONMENT DIVISION**

The Committee received a report of the Chamberlain updating Members on the operational finance position for period 6 (April - September) 2022/23 for the Natural Environment Division's local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. The report also provided additional information on the various reserve funds and endowment balances held and other relevant finance information for the Natural Environment Division service.

In response to a query from a Member, the Committee was informed that the Parliament Hill Athletics Track was being taken forward.

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

9. **CITY CLUSTER AREA - PROGRAMME UPDATE**

The Committee received a report of the Executive Director Environment providing an update on the delivery of the City Cluster programme.

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

10. **LEARNING ACROSS OPEN SPACES PRESENTATION**

The Committee received a presentation on the topic of learning across open spaces.

In response to a query from a Member, the Committee was informed that Transport for London (TfL) provide free transport for teachers and pupils travelling for school trips. The Committee was also informed that schools can apply for the culture mile learning fund if they require financial support for coach travel.

In response to another query from a Member, the Committee was informed that the City Corporation runs community programmes during the school holiday period and that at West Ham Park, Officers had been working with Ambition Aspire Achieve. The Committee was also informed that the community engagement and volunteering post was vacant.

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

11. **CITY GREENING AND BIODIVERSITY**

The Committee considered a report of the Executive Director Environment relating to Phase 3 of the Cool Streets and Greening programme.

In response to a query from the Chair, Members were informed that the key risks to the project included: maintenance costs, the reduction of the scope of the project and its affordability.

The Committee discussed the utilisation of above-ground planters. Members were informed that the most sustainable approach was planting into the ground.

A Member noted that the report did not refer to flight paths for pollinators and stated that it was important to take a holistic approach to greening and biodiversity.

In response to a query from a Member, the Committee was informed that the City Corporation had been involved in the design development of the Thames Tideway Tunnel in order to maximise the greenery incorporated into the project.

In response to a query relating to the Finsbury Circus 'Western Arm', the Committee was informed that this project was funded from section 106 contributions and it was anticipated to proceed in 2023/24.



**RESOLVED, that -**

- a) The proposals for re-landscaping and re-planting strategically located sites in the City are approved to reach Gateway 5 as described in this report;
- b) The additional budget of £95,000 for design development of the re-landscaping and re-planting proposals is approved to reach the next Gateway, funded from the On Street Parking Reserve (OSPR) Climate Action Strategy funding agreed for the Cool Streets and Greening programme;
- c) Members note that the tree planting proposals have already been approved at Gateway 5 at a total estimated cost of £755,000 (excluding risk) and are to be implemented across the next two planting seasons;
- d) Members note the total estimated cost of the project (Phase 3) at £2.5m (excluding risk).

**12. CITY GARDENS MANAGER'S UPDATE**

Members received a verbal update from the Executive Director of Environment on the following points:

- a) The City Gardens team was in the process of moving to a fully electric fleet and was awaiting information regarding the delivery time of the vehicles.
- b) A horticultural project manager had been appointed and had begun work with the team in October 2022. She was working on developing a new planting scheme for St Mary Aldermanbury.
- c) Friends of City Gardens had been assisting with leaf collection at Bunhill Fields and bulb planting at Postman's Park.
- d) The Christmas tree was on display to the south of St Paul's Cathedral and the tree lighting event would be taking place the next day on 6 December.

The Chair of Epping Forest & Commons Committee informed the Committee that there were two tree planting events taking place over the coming weeks. The first event was a project with Epping Town Council and the second was a tree planting of over 70 trees as part of the Queen's Green Canopy.

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

**13. BUNHILL FIELDS COMMUNITY ARTS PROJECT**

The Committee received a report of the Executive Director Environment presenting the final design for the installation at Bunhill Fields.

Members were informed that the installation would be in place for one year.

**RESOLVED** – That Members approve the proposed art installation to be exhibited in Bunhill Fields.

14. **DIRECTOR'S REPORT**

The Committee received a report of the Executive Director Environment providing an update on matters relating to the work of the Natural Environment Division of the Environment Department since the previous meeting of the Committee in October 2022.

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

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

There were no questions.

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

There were no items of urgent business.

17. **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 as follows:-

Item	Paragraph
16&17	3
18	3, 5&7

18. **NON-PUBLIC MINUTES**

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

19. **NON-PUBLIC NOTE OF INQUORATE MEETING**

**RESOLVED** – The non-public note of the inquorate meeting held on 6 October 2022 was approved as a correct record.

20. **DEBT ARREARS - NATURAL ENVIRONMENT DIVISION**

The Committee received a joint report of the Executive Director Environment and the Chamberlain.

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

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

There were no questions.

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

There were no items of urgent business.

23. **CONFIDENTIAL MINUTES**

**RESOLVED** – That the confidential note of the inquorate meeting held on 6 October 2022 be approved as an accurate record.

24. **TARGET OPERATING MODEL PROPOSALS OF THE ENVIRONMENT DEPARTMENT - PHASE 2**

The Committee received a report of the Executive Director Environment.

**The meeting ended at 11.45 am**

-----  
Chairman

**Contact Officer: Chloe Ainsworth**  
**Chloe.Ainsworth@cityoflondon.gov.uk**

This page is intentionally left blank

<b>Committee(s):</b> Open Spaces and City Gardens Committee	<b>Dated:</b> 13/02/2023
<b>Subject:</b> Operational Finance Progress Report (period 9 April - December) 2022/23 – Natural Environment Division	<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 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> Simon Owen, Chamberlain's Department	

## Summary

This report provides an update on the operational finance position as @ period 9 (April - December) 2022/23 for the Natural Environment Divisions local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds and endowment balances held and other relevant finance information for the Natural Environment Division services 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 the Natural Environment Division.

## Recommendation

Members are asked to:

- Note the content of this report and its appendices.

## Main Report

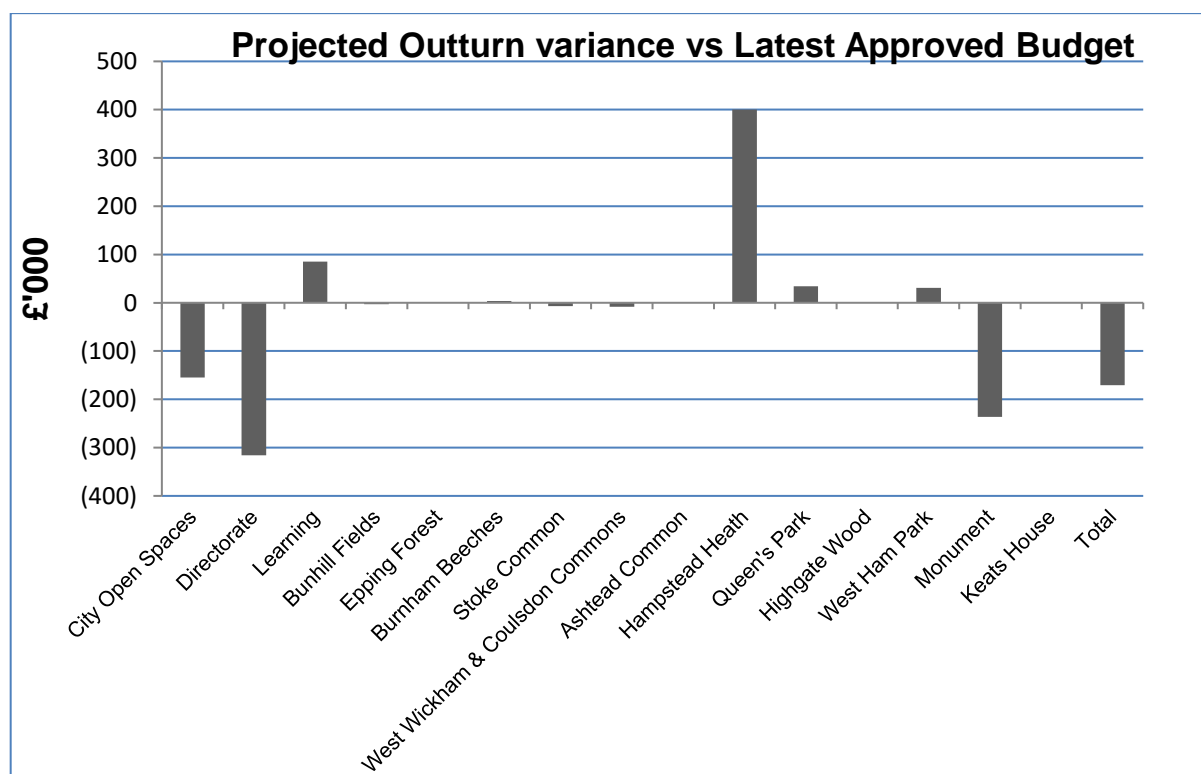
### Background

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

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

### Local Risk Revenue Forecast Outturn 2022/23

3. The Natural Environment Division has an overall net local risk expenditure revenue budget of £11.347m. The current forecast outturn for 2022/23 as @ period 9 (December) is £11.519m, a forecast overspend of £172k currently. This is an improvement of £80k on the previous reported overspend position of £252k as @ period 6 (September).
4. This forecast overspend is partly offset by other underspends of £153k within the Executive Directors other Service Committees, giving a total net forecast overspend for the Environment Department of £19k overall for 2022/23 (previously £176k as @ period 6 September) when adjusting for other Service Committees within her remit.
5. In the table below, the forecast budget performance by each Natural Environment individual Division of Service is listed. Appendix 1 sets out a more detailed financial analysis of each individual Division of Service relating to the various Natural Environment Committees, including reasons for significant budget variations.



#### Notes:

1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Forecast outturn is £11.519m, representing a projected overspend of £172k against the latest approved budget of £11.347m.

6. The overall local risk forecast position is £172k (1.52%) overspent against the approved budget. The main forecast overspend relates to the Directorate which has a net overspend of £316k, mainly due to costs of agency staff to cover vacancies held whilst the department is going through its restructure.
7. Other main areas of forecast overspend relate to City Open Spaces £155k, mainly due to unidentified contingency savings relating to TOM 12% savings £190k and income reductions for S106 contributions £59k and recharges of staff time to capital projects £65k. These are partly offset by salary vacancies £127k.
8. Finally, the Monument has forecast overspends of £236k due to unidentified contingency savings relating to reduced income levels in the base budget following COVID restrictions on opening the premises that have not returned to pre-COVID levels. These are partly offset by savings in salary costs.
9. The main areas of forecast underspend relate to Hampstead Heath with projected underspends of £400k. This is due to additional income at the Lido £400k and facilities hire £468k, following exceptionally good summer weather, plus staffing savings due to vacancies held during the departmental TOM restructure £100k. These have been partly offset by overspends on a variety of project related expenditure £205k, covering the Heath extension playground, purchases of additional visitor counters, ponds aerators, costs attached to major planning applications, development of a master plan, review of booking system and review of mobile phones used by the constabulary. Further offsets relate to forecast reductions in income for ponds £100k, parking charges £140k, filming income £58k and licence income £62k.
10. Finally, the Learning Service has projected underspends of £85k mainly due to staff vacancies.

### **Local Risk Actual Position to Date**

11. 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.
12. Appendix 2 highlights that Natural Environment Division have received actual income to date of £6.606m against a budget to date of £4.450m, a favourable variance of £2.156m.
13. The main income variances to date relate to Epping Forest where we have a favourable position to date £867k mainly due to an insurance claim settlement @ Loughton Golf Course circa £317k that will be transferred to the existing South Lodge the Warren designated reserve; transfers to revenue from designated & restricted reserves to complete specific work relating to the cattle grazing contract £108k and Countryside Stewardship Scheme £126k, where any unspent balances at the year-end will again be transferred back to the existing respective designated & restricted reserves and used for the following financial year 2023/24; higher than expected income from golf green fees £121k; and additional licensing income £167k.

14. Other favourable income variances to date are at Burnham Beeches £451k, mainly from additional film income £158k and upfront S106 income contributions from Slough Borough Council to pay for 5-year staffing costs in advance £296k. The amount of this relating to future years staffing costs will be transferred to reserves at year end and drawdown each year as required.
15. Finally, we have a favourable income variance to date at Hampstead Heath of £813k due to receiving fees & charges income from the lido £424k and facilities hire £499k ahead of expected budget profile due to exceptionally good weather for the summer season. This is partly offset by reduced income to date from the ponds £113k. This favourable performance is expected to continue until year-end outturn and income projections will need to be monitored in light of this positive performance to date.
16. Appendix 3 highlights we have actual expenditure to date of £13.340m against a budget to date of £12.771m, an unfavourable variance of £0.569m to date.
17. The main expenditure variances to date relate to Epping Forest where we have an unfavourable position to date of £243k mainly due to overspends in equipment & materials £109k, additional repairs & maintenance work for the lodges £97k, and transfer to reserves £317k for the Loughton Golf Club insurance claim settlement. This is partly offset by salary savings due to staff vacancies £342k.
18. Further unfavourable variance to date relate to the Directorate of £262k, mainly due to the costs of agency staff to cover vacancies held whilst the department is going through its restructure.
19. 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**

20. Appendix 4 outlines the current list of live capital projects in progress against their currently approved budget. It should be noted that the "current approved budget" is the amount currently agreed by Committee to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
21. Out of a current approved budget of £3.120m, £1.920m has been spent or committed to date, leaving a remaining budget of £1.2m to progress the various projects to the next project gateway, release of further capital funds or completion.
22. 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 was 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.

23. 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.
24. The projects identified in Appendix 4 have been considered within this Capital Review and were 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, all of the projects listed in Appendix 4 were given approval by RASC to progress, with the following caveats:

- **Finsbury Circus Reinstatement** – RASC did not agree to move forward with Finsbury Circus as proposed in the Chamberlain report. Members wanted to freeze this project for now and for Officers to bring back more detail to RASC. It was noted that there had been no public consultation on the plans since the pandemic and we don't want to prejudice Crossrail funding, therefore the project is currently paused.

In order to move forward, cost estimates are expected back shortly from the tenderers based on **a).** the existing scheme, **b).** a value-engineered version and **c).** one without the pavilion. Officers then have a date outside Committee to brief Members of both Open Spaces & RASC together on the 9<sup>th</sup> February where a joint decision on both scope and budget, or at least a joint steer needs to be established. Officers will then have to ratify the outcome of that briefing through Committee(s) reporting.

- **Artificial Grass Pitch Provision at Wanstead Flats** – currently alternative sources of funding are being investigated which might go some way to reducing the burden on the City. There should be a clearer picture regarding project scope and finances in the new calendar year with the Football Foundation giving a concrete decision sometime in March 2023. However, it is unlikely external parties will fund the scheme without the City contributing towards it. If further external funding is not achieved, this project will need to be stopped/paused until sufficient funding is available, therefore the project is currently paused.

25. 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 both City's Cash and City's Fund for essential health and safety capital schemes.

## Outstanding Debts

26. At the end of December 2022, total outstanding debt for Natural Environment Division (including City Gardens) was £350,784. Of this, £168,758 (48%) was over 120 days+, £56,044 (16%) was between 60-120 days and £125,982 (36%) was under 60 days.

27. Appendix 5 shows a graphical representation of the total invoiced debts over 120 days+ outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The first graph shows the time trend of the level of 120 day+ debt outstanding over the previous 6-month period.
28. The debt spike in July 2022 related to an invoice raised to Slough Borough Council for £264K re Section 106 transfer for Burnham Beeches NNR - strategic access management including the costs of a Ranger post. This debt has now been settled.
29. The lower graph analyses the split of this debt across the various Natural Environment Divisions. The majority of the £168,758 outstanding debt balance relates to Epping Forest (£138,256 / 82%). This is made up of £89,490 Thames Water utilities; £23,164 wayleave rents; £20,179 rent receivables; and £5,423 numerous other small debtors.
30. The other main debt relates to Hampstead Heath, Highgate Wood and Queens Park (£23,963 / 14%). This is made up of £7,262 National Grid Gas PLC; £6,433 JJHH Ltd; £3,865 North Thames Gas; and £6,403 numerous other small debtors.
31. 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 for the period ending 31<sup>st</sup> March 2023 at the next suitable Open Spaces and City Gardens Committee.

### **Charity Funds (Restricted, Unrestricted and Endowments)**

32. Appendix 6 (Epping Forest and Commons Committee) and Appendix 7 (Hampstead Heath, Highgate Wood & Queens Park Committee; West Ham Park Committee; and Keats House) lists the various restricted, unrestricted and endowment funds held by each charity. It details the opening balance for the 2022-23 financial year and any movements up to period 9 (April-December 2022).
33. There were two notable movements since the previous report in period 6 and these relate to a capital receipt of £286,652 which was credited to the Epping Forest Fund Reserve (Capital Fund), increasing the balance held to £705,135. A further movement was a credit of £317,500 at South Lodge the Warren (Loughton Golf Course) relating to an insurance claim settlement, increasing the balance held to £518,150.
34. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:
  - **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.

- **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Cash funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Cash.
- **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.
- **Endowment** - these are funds of the charity that must be invested and are to be held for the long term. There are two classes of endowment (see below):
  - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
  - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

## Deficit Funding

35. 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.

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>

36. 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**

37. 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.
38. In order to progress this income generating option for the Natural Environment charities, a Gift Aid pilot project for Hampstead Heath has been established and is progressing well. New bank accounts have been allocated which has allowed the Natural Environment Division to complete its HMRC registration, which has now been confirmed by HMRC. Everything is now in place with Just Giving, so we are currently in the process of awaiting the first payments to be received into the bank account to be able to start processing Gift Aid through our systems.

## **Appendices**

Appendix 1 - Local Risk Revenue Budget Forecast Outturn 2022/23

Appendix 2 - Income Performance 2022/23 as @ December (period 9)

Appendix 3 - Expenditure Performance 2022/23 as @ December (period 9)

Appendix 4 - Capital Projects

Appendix 5 - Outstanding Debt 120 Days+ as @ December (period 9)

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

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

## **Contacts**

Neil Chambers, Interim Charity Project Accountant, Chamberlain's Department  
E: [neil.chambers@cityoflondon.gov.uk](mailto:neil.chambers@cityoflondon.gov.uk)

Simon Owen, Head of Finance for Environment, Chamberlain's Department  
E: [simon.owen@cityoflondon.gov.uk](mailto:simon.owen@cityoflondon.gov.uk)

## Appendix 1

### Natural Environment - Local Risk Revenue Budget Forecast 2022/23 - December (Period 9)

(Expenditure and unfavourable variances are shown in brackets)

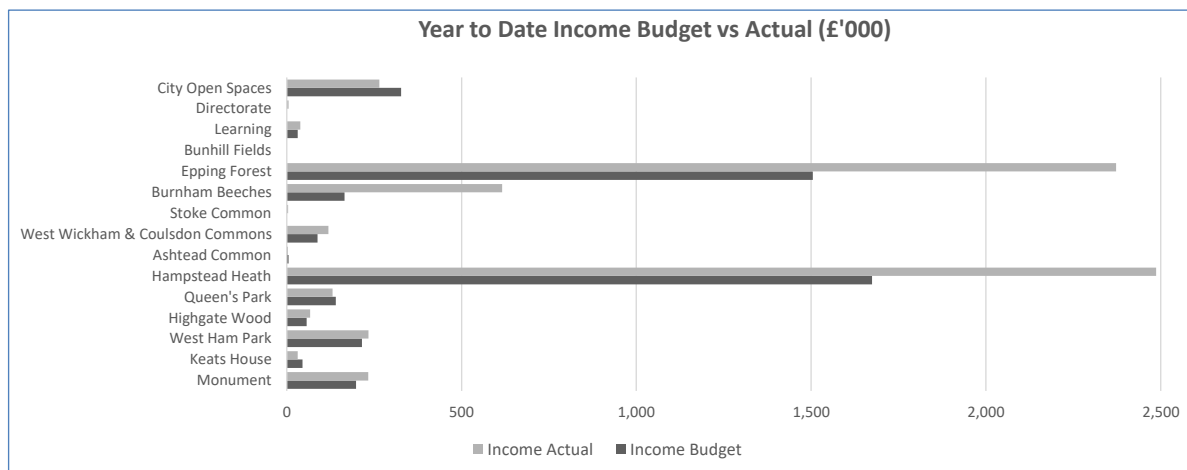
Committee / Division of Service	Latest Approved Budget 2022/23 £'000	Forecast for the Year 2022/23		Notes
		Projected Outturn £'000	Variance from Latest Approved Budget 2022/23 £'000	
<b>Open Spaces and City Gardens (City Fund)</b>				
City Open Spaces	(1,087)	(1,242)	(155)	1
	(1,087)	(1,242)	(155)	
<b>Open Spaces and City Gardens (City's Cash)</b>				
Directorate	(665)	(981)	(316)	2
Learning	(354)	(269)	85	3
Bunhill Fields	(104)	(107)	(3)	
	(1,123)	(1,357)	(234)	
<b>TOTAL OPEN SPACES AND CITY GARDENS COMMITTEE</b>	<b>(2,210)</b>	<b>(2,599)</b>	<b>(389)</b>	
<b>Epping Forest and Commons Committee (City's Cash)</b>				
Epping Forest	(2,416)	(2,416)	0	
Burnham Beeches	(420)	(416)	4	
Stoke Common	(22)	(29)	(7)	
West Wickham & Coulsdon Commons	(606)	(614)	(8)	
Ashted Common	(359)	(360)	(1)	
<b>TOTAL EPPING FOREST AND COMMONS COMMITTEE</b>	<b>(3,823)</b>	<b>(3,835)</b>	<b>(12)</b>	
<b>Hampstead Heath, QP &amp; HW Committee (City's Cash)</b>				
Hampstead Heath	(3,899)	(3,499)	400	4
Queen's Park	(495)	(461)	34	5
Highgate Wood	(333)	(333)	0	
<b>TOTAL HAMPSTEAD HEATH, QP &amp; HW COMMITTEE</b>	<b>(4,727)</b>	<b>(4,293)</b>	<b>434</b>	
<b>TOTAL WEST HAM PARK COMMITTEE</b>	<b>(636)</b>	<b>(605)</b>	<b>31</b>	
<b>Culture, Heritage &amp; Libraries Committee (City's Cash)</b>				
Keats House	(177)	(177)	(0)	
Monument	226	(10)	(236)	6
<b>TOTAL CULTURE, HERITAGE &amp; LIBRARIES COMMITTEE</b>	<b>49</b>	<b>(187)</b>	<b>(236)</b>	
<b>TOTAL NATURAL ENVIRONMENT LOCAL RISK</b>	<b>(11,347)</b>	<b>(11,519)</b>	<b>(172)</b>	
<b>Local Risk Summary by Fund:</b>				
City Fund	(1,087)	(1,242)	(155)	
City's Cash	(10,260)	(10,277)	(17)	
<b>TOTAL NATURAL ENVIRONMENT LOCAL RISK</b>	<b>(11,347)</b>	<b>(11,519)</b>	<b>(172)</b>	

#### Notes:

- City Open Spaces** - unfavourable variance of £155k is mainly due to unidentified contingency savings relating to TOM 12% savings £190k and income reductions for S106 contributions £59k and recharges of staff time to capital projects £65k. These are partly offset by salary vacancies £127k.
- Directorate** - unfavourable variance of £316k mainly due to costs of agency staff to cover vacancies held whilst the department is going through its restructure.
- Learning** - projected underspend of £85k is mainly due to staff vacancies.
- Hampstead Heath** - projected underspend of £400k is due to additional income at the Lido £400k and facilities hire £468k, following exceptionally good summer weather, plus staffing savings due to vacancies held during the departmental TOM restructure £100k. These have been partly offset by overspends on a variety of project related expenditure £205k, covering the Heath extension playground, purchases of additional visitor counters, ponds aerators, costs attached to major planning applications, development of a master plan, review of booking system and review of mobile phones used by the constabulary. Further offsets relate to forecast reductions in income for ponds £100k, parking charges £140k, filming income £58k and licences £62k.
- Queens Park** - projected underspend of £34k is mainly due to staff vacancies, partly offset by a reduction in rent income.
- Monument** - unfavourable variance of £236k is mainly due to unidentified contingency savings relating to reduced income levels in the base budget following COVID restrictions on opening the premises. This has been partly offset by savings in salary costs.

This page is intentionally left blank

### Natural Environment - Income Performance 2022/23 - December (Period 9)

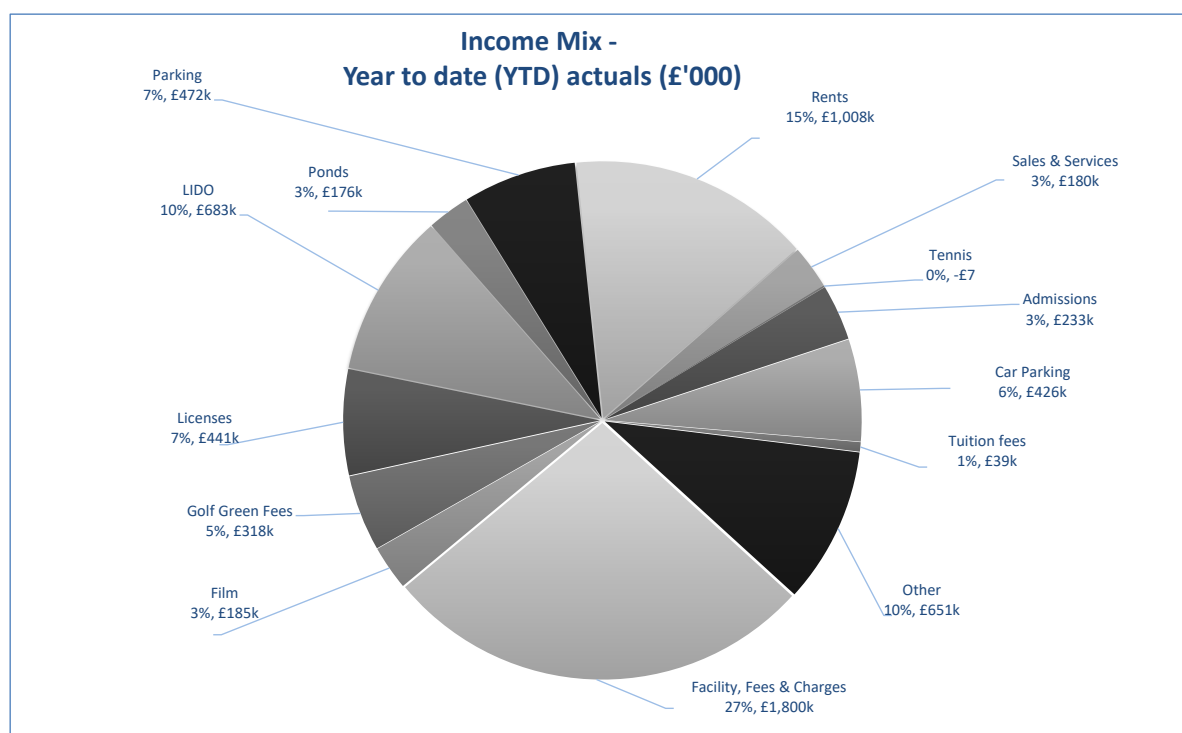


**Notes:**

**1. Epping Forest** - majority of the £867k favourable variance to date mainly relates to an insurance claim settlement @ Loughton Golf Course circa £317k; transfer of cattle grazing contract £108k and Countryside Stewardship Scheme £126k unspent balances to the revenue account; higher than expected income from golf green fees £121k and additional licensing income £167k.

**2. Burnham Beeches** - favourable variance to date of £451k is mainly from additional film income £158k and upfront S106 income contributions from Slough Borough Council to pay for 5 year staffing costs in advance £296k.

**3. Hampstead Heath** - majority of the £813k favourable variance year to date mainly relates to increased Lido income £424k and facilities hire income £499k due to exceptionally good weather for the summer season, which is partly offset by reduced ponds income £113k.



**Notes:**

**1.** Total year to date actual income as @ December (Period 9) = £6.606m

**2.** Other relates to donations, government grants, S106 contributions, transfer from reserves

**3.** Fees & Charges relates to use of facilities and admissions mainly at Epping Forest.

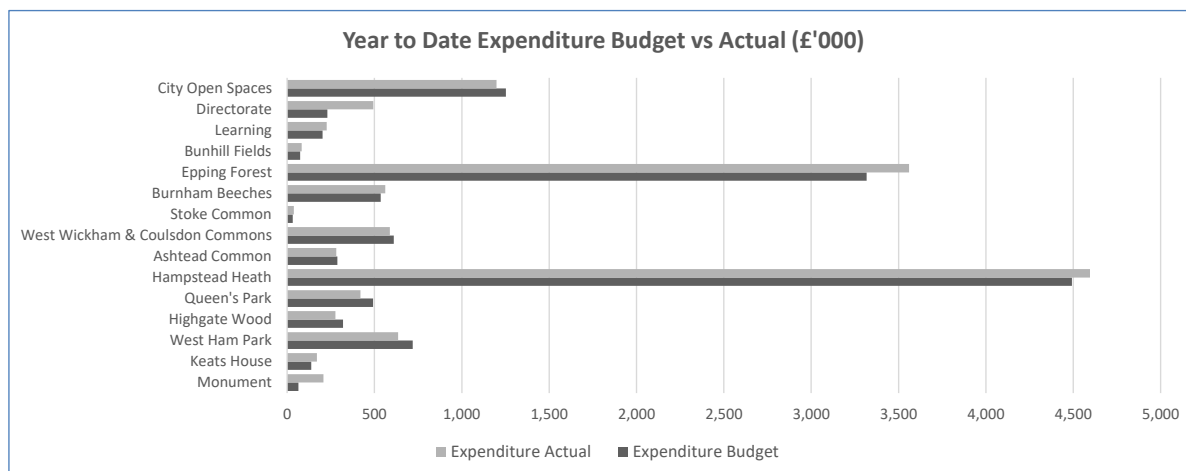
**4.** Sales & Services relates to various sports provided and Visitor Centre shop at Epping.

**5.** Car Parking £426k relates to Epping Forest & Burnham Beeches and Parking £472k relates to Hampstead Heath.

This page is intentionally left blank

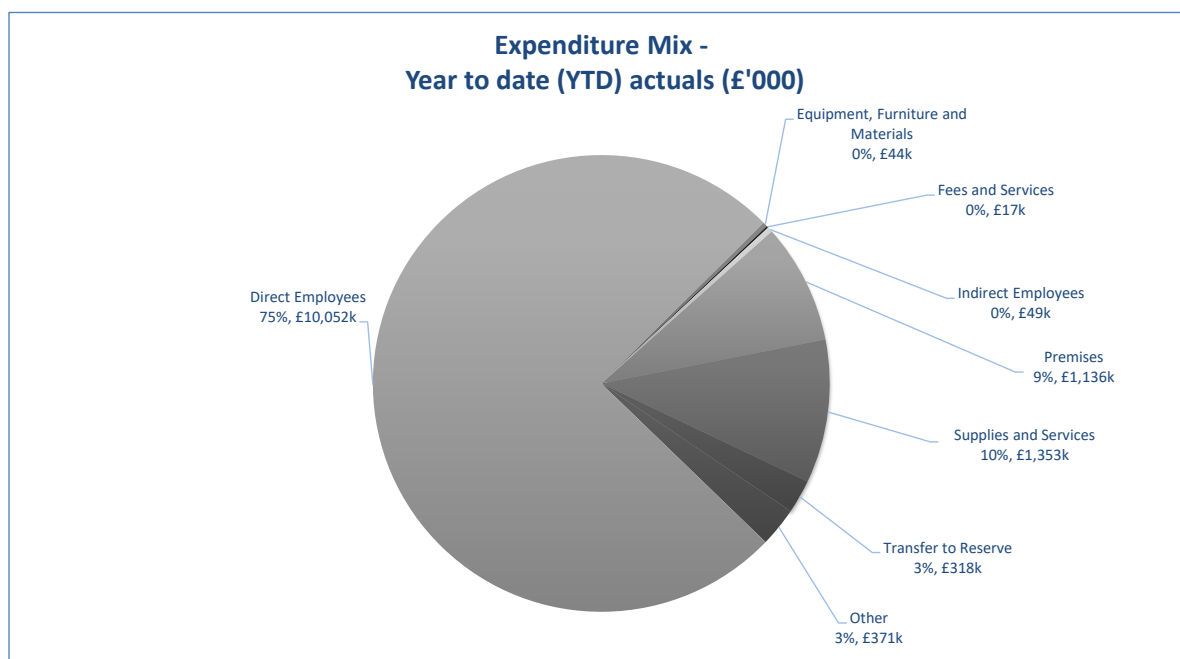


### Natural Environment - Expenditure Performance 2022/23 - December (Period 9)



**Notes:**

- Directorate** - unfavourable variance to date of £262k mainly relates to the costs of agency staff to cover vacancies held whilst the department is going through its restructure.
- Epping Forest** - unfavourable variance to date of £243k mainly relates to overspends in equipment & materials £109k, additional repairs & maintenance work for the lodges £97k; and transfer to reserves £317k for the Loughton Golf Club insurance claim settlement. This is partly offset by salary savings due to vacancies £342k.



**Notes:**

- Total year to date actual expenditure as @ December (Period 9) = £13.340m
- Premises costs mainly relate to cleaning & refuse; electricity & gas; rates; repairs & maintenance; water etc.
- Supplies & Services costs mainly relates to equipment; furniture & materials; communication & computing; livestock; professional fees & services;
- Other costs mainly relate to cleansing charges; contingency; third party payments; transport.

This page is intentionally left blank

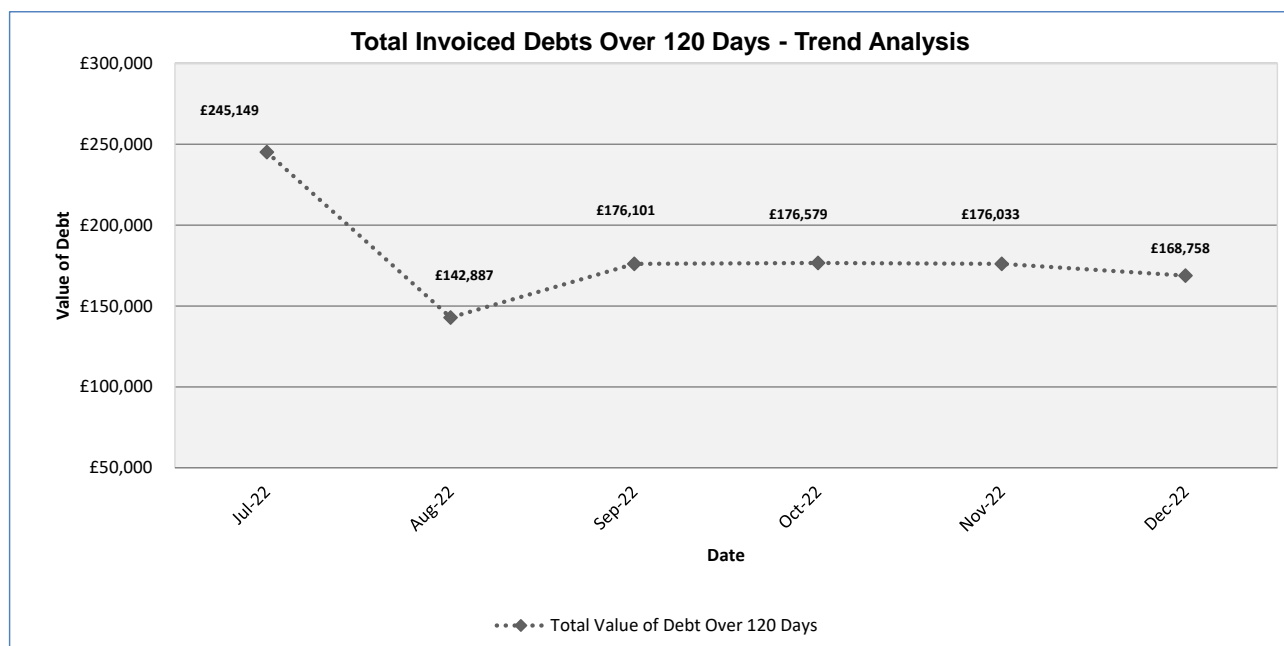
## Appendix 4

### Natural Environment - Capital Projects 2022/23 - December (Period 9)

Capital Projects by Division of Service	Total Estimated Cost of Project	Current Approved Budget	Prior Year Actual Spend	In Year Actual Expenditure	In Year Committed Expenditure	Current Approved Budget Unspent
	£'s	£'s	£'s	£'s	£'s	£'s
<b><u>Directorate</u></b>						
Finsbury Circus Reinstatement	8,312,456	751,580	591,332	32,871	16,517	110,861
Tower Hill Play Area Replacement Project	195,005	3,000	(23,685)	23,685	0	3,000
	<b>8,507,461</b>	<b>754,580</b>	<b>567,647</b>	<b>56,556</b>	<b>16,517</b>	<b>113,861</b>
<b><u>Epping Forest</u></b>						
Artificial Grass Pitch Provision at Wanstead Flats (Parklife)	6,500,000	70,000	35,426	6,000	1,000	27,574
Climate Action Strategy - Carbon Removals Year 1	1,618,319	504,905	101,272	11,046	30,751	361,836
Epping Forest - COVID-19 Path Restoration Project	250,000	0	0	0	0	0
Wanstead Park Ponds Project	1,150,000	241,000	59,536	1,900	4,100	175,464
Baldwins & Birch Hall Park Ponds	2,262,627	502,600	81,917	114,708	33,308	272,666
	<b>11,780,946</b>	<b>1,318,505</b>	<b>278,151</b>	<b>133,654</b>	<b>69,160</b>	<b>837,541</b>
<b><u>Hampstead Heath</u></b>						
East Heath Car Park Resurfacing	395,878	408,000	405,764	(9,388)	9,613	2,011
Hampstead Heath - Parliament Hill Athletics Track Resurfacing	2,000,000	111,000	0	0	0	111,000
Hampstead Heath Swimming Facilities - Safety, Access & Security Impr	775,705	190,700	27,420	112,841	25,216	25,223
	<b>3,171,583</b>	<b>709,700</b>	<b>433,184</b>	<b>103,454</b>	<b>34,829</b>	<b>138,234</b>
<b><u>West Ham Park</u></b>						
West Ham Park Nursery	337,038	337,035	219,275	7,500	0	110,260
	<b>337,038</b>	<b>337,035</b>	<b>219,275</b>	<b>7,500</b>	<b>0</b>	<b>110,260</b>
<b><u>Natural Environment Total</u></b>	<b>23,797,028</b>	<b>3,119,820</b>	<b>1,498,257</b>	<b>301,163</b>	<b>120,505</b>	<b>1,199,896</b>

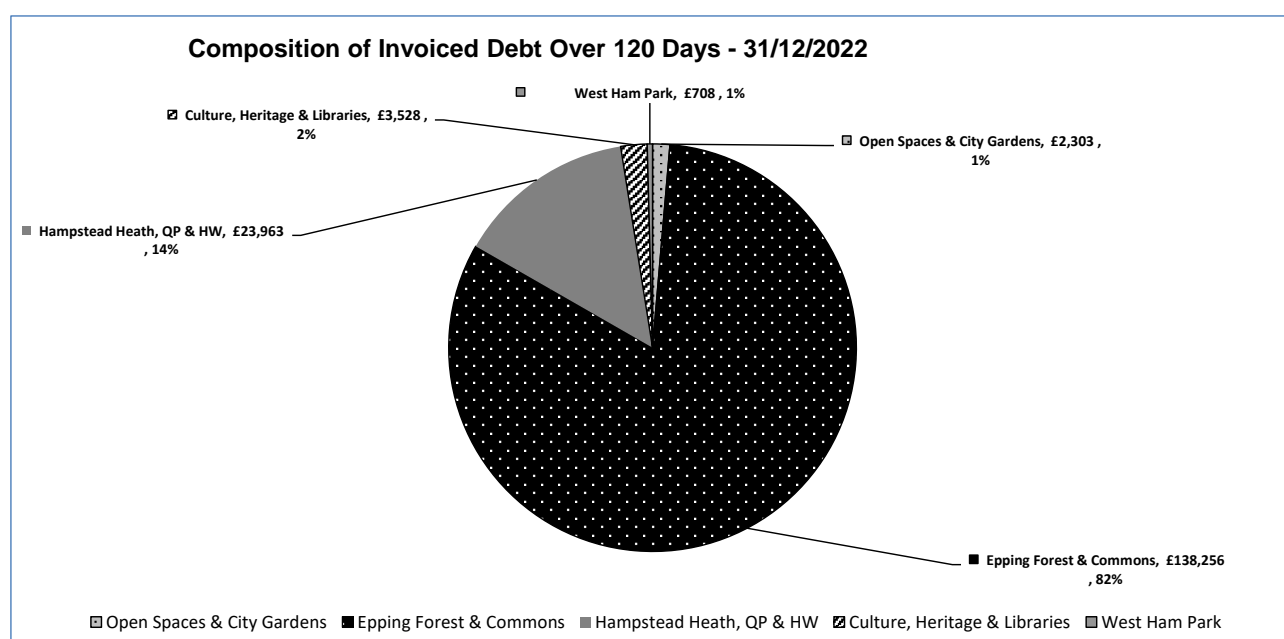
This page is intentionally left blank

## Natural Environment - Outstanding Invoiced Debts Over 120 Days - December (Period 9)



### Note:

1. December total debt over 120 days is £168,758, a decrease of £7,275 from the November debt position. The majority of this debt relates to Epping Forest & Commons (£138,256 / 82%).
2. The spike in July 2022 relates to an invoice to Slough Borough Council for £264K re Section 106 transfer for Burnham Beeches NNR - strategic access management including Ranger post. This debt is now settled.



### Break down of Epping Forest and Commons debt £138,256

1. £89,490 - Thames Water Utilities
2. £23,164 - Wayleave Rents (License Agreements)
3. £20,179 - Rent Receivables (Lease Agreements)
4. £5,423 - Numerous other small debtors

### Break down of Hampstead Heath, HW & QP debt £23,963

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

This page is intentionally left blank

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

	Opening Balance 2022/23 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Closing Balance 2022/23 £'s
<b><u>Epping Forest</u></b>					
<b>Restricted Income Funds:</b>					
Campaign Donations	725				725
Countryside Stewardship Scheme	126,081				126,081
<b>Designated (Unrestricted Income Fund):</b>					
Tangible Fixed Assets (Land & Buildings, Infrastructure, Vehicle & Plant, and Equipment)	4,849,752				4,849,752
Heritage Assets	378,911				378,911
Epping Forest Fund Reserve (Capital Fund)	418,483	286,652			705,135
Ancient Trees Maintenance Fund	0	15,000			15,000
Sports Ground Deposit	4,153				4,153
Golf Course Machinery Fund	57,717				57,717
Knighton Wood Maintenance	5,801				5,801
Branching Out Project	42,423				42,423
Future Green Infrastructure fund	6,002				6,002
Cattle Purchase Fund (Grazing Account)	107,765				107,765
Wanstead Park/ Flats future Projects fund	100,000				100,000
South Lodge the Warren (Loughton Golf Course)	200,650	317,500			518,150
<b>Total Epping Forest</b>	<b>6,298,463</b>	<b>619,152</b>	<b>0</b>	<b>0</b>	<b>6,917,615</b>
<b><u>Burnham Beeches</u></b>					
<b>Restricted Income Funds:</b>					
Legacy Income - Pond Maintenance	60,014				60,014
Campaign Donations	1,553				1,553
<b>Unrestricted Income Funds:</b>					
Unrestricted Income Funds	831				831
<b>Designated (Unrestricted Income Fund):</b>					
Stoke Common	130,440				130,440
Capital Adjustment Account (Fixed Assets)	518,343				518,343
Infrastructure (Fixed Assets)	126,424				126,424
Furniture and Equipment (Fixed Assets)	165,045				165,045
Plant (Fixed Assets)	50,000				50,000
<b>Total Burnham Beeches</b>	<b>1,052,650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,052,650</b>
<b><u>West Wickham &amp; Coulsdon Commons</u></b>					
<b>Restricted Income Funds:</b>					
Campaign Donations - Farthing Downs	2,394				2,394
<b>Unrestricted Income Funds:</b>					
General Funds	740				740
<b>Designated (Unrestricted Income Fund):</b>					
Capital Reserve Funds	571,742				571,742
<b>Total West Wickham &amp; Coulsdon Commons</b>	<b>574,876</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>574,876</b>
<b><u>Ashtead Common</u></b>					
<b>Designated (Unrestricted Income Fund):</b>					
Ancient Trees Reserve	0	0	0	0	0
<b>Total Ashtead Common</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Epping Forest and Commons Committee</b>	<b>7,925,989</b>	<b>619,152</b>	<b>0</b>	<b>0</b>	<b>8,545,141</b>

**Note:**

The various sub-totals shown within Appendix 6 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.

This page is intentionally left blank



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

	Opening Balance 2022/23 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Closing Balance 2022/23 £'s
<b>Hampstead Heath, QP &amp; HW Committee</b>					
<b><u>Hampstead Heath (Charity Only)</u></b>					
<b>Restricted Income Funds:</b>					
Campaign Donations	7,352				7,352
Parliament Hill Outdoor Gym	2,233				2,233
<b>Unrestricted Income Funds:</b>					
General Funds	1,735				1,735
<b>Designated (Unrestricted Income Fund):</b>					
Tangible Fixed Assets (Buildings, Infrastructure & Equipment)	19,607,668				19,607,668
Capital Fund	3,331				3,331
<b>Total Hampstead Heath (Charity Only)</b>	<b>19,622,319</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,622,319</b>
<b><u>Hampstead Heath Trust Fund (inc. in consolidated accounts)</u></b>					
Permanent Endowment	33,768,864				33,768,864
Expendable Endowment	782,826				782,826
<b>Unrestricted Income Funds:</b>					
General Funds	566,888				566,888
<b>Total Hampstead Heath (Trust Fund)</b>	<b>35,118,578</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,118,578</b>
<b><u>Highgate Wood and Queen's Park</u></b>					
<b>Restricted Income Funds:</b>					
Campaign Donations - Sandpit & Playground Improvements	13,629				13,629
<b>Unrestricted Income Funds:</b>					
General Funds	173,496				173,496
<b>Designated (Unrestricted Income Fund):</b>					
Tangible Fixed Assets (Land, Buildings and Infrastructure)	136,547				136,547
<b>Total Highgate Wood and Queen's Park</b>	<b>323,672</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>323,672</b>
<b>Total Hampstead Heath, HW &amp; QP Committee</b>	<b>55,064,569</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55,064,569</b>
<b><u>West Ham Park Committee</u></b>					
<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>Endowment</b>					
Cala Funds	0				0
<b>Unrestricted Funds</b>					
General Funds	0				0
<b>Total West Ham Park</b>	<b>111,284</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>111,284</b>
<b>Total West Ham Park Committee</b>	<b>111,284</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>111,284</b>
<b><u>Culture, Heritage &amp; Libraries Committee (Keats House)</u></b>					
<b>Restricted Income Funds:</b>					
Heritage Assets - Keats Lover Letter & Watercolour	101,423				101,423
Grant Funding - Young Roots	2,121				2,121
<b>Unrestricted Income Funds:</b>					
General Funds	157,777				157,777
<b>Designated (Unrestricted Income Fund):</b>					
Tangible Fixed Assets (Plant & Equipment)	58,339				58,339
<b>Total Keats House</b>	<b>319,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>319,660</b>
<b>Total Culture, Heritage &amp; Libraries Committee (Keats House)</b>	<b>319,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>319,660</b>

**Note:**

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

This page is intentionally left blank

<b>Committee(s)</b>	<b>Dated:</b>
Open Spaces and City Gardens Committee	13 February 2023
<b>Subject:</b> Risk Management Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 4, 11, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Juliemma McLoughlin, Executive Director Environment	<b>For decision</b>
<b>Report author:</b> Joanne Hill, Business Planning and Compliance Manager	

## Summary

This report is presented to provide 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.

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 provided at Appendix 1.

Each of the Natural Environment charities holds its own risk register which is reported to its respective Committee.

City Gardens is part of the City Operations Division of the Environment Department, and its risks are held in a separate risk register which is summarised in this report and provided in full at Appendix 2.

## Recommendations

**Natural Environment Division Risks:** The risks faced by the Natural Environment Division have been reviewed. Members are asked to consider, and if agreed to confirm, on behalf of the City Corporation as Trustee, whether the Natural Environment Cross-Divisional Risk Register (Appendix 1) satisfactorily sets out the key top-level risks to the charities and that appropriate systems are in place to identify and mitigate risks across the charities.

**City Gardens Risks:** The risks held by the City Gardens service of the City Operations Division, have been reviewed. Members are asked to note the content of this report, the City Gardens Risk Register (Appendix 2), and the action being taken to effectively manage these risks.

## Main Report

### Background

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. 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. Each Committee to which the Natural Environment Division of the Environment Department reports is presented with relevant risk registers every quarter which more than fulfils this requirement.
3. The Executive Director Environment assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
4. Risks are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system (Pentana). Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
5. 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 1.
6. Each of the Natural Environment charities holds its own risk register which is reported to its respective Committee.

7. 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 2.

## **Current Position**

### **Natural Environment Cross-Divisional Risks**

8. 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.
9. The Cross-Divisional risks are owned by the Natural Environment Director who reviews them regularly along with her Senior Leadership Team.
10. The Register, summarised below and provided in full at Appendix 1, contains four RED risks and five AMBER risks:
  - **ENV-NE 001:** Health and Safety (RED, 24)
  - **ENV-NE 003:** Operational Property: 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 011:** Recruitment and retention of staff (AMBER, 12)
  - **ENV-NE 010:** Budget pressures (AMBER, 8)
  - **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)
11. The Wanstead Park Reservoirs risk (ENV-NE 007) is managed jointly with the City's Building Control Service. A full report on this project was presented to the Epping Forest and Commons Committee on 26 January 2023.
12. ENV-NE 011 has been added to the register to address the risk of being unable to recruit and retain sufficiently skilled members of staff. Mitigating actions include improving the learning and development offer to our existing staff and widening recruitment campaigns.
13. ENV-NE 010 has been added to the register to address the risk of a reduction in income. In order to mitigate the risk, a Charity Income Strategy has been drafted for Committee approval. Additionally, consideration is being given to adopting software which will assist in the identification of relevant grants to which we can bid for funding.

## City Gardens Risks

14. City Gardens is part of the City Operations Division of the Environment Department, alongside Cleansing Services. The City Gardens Risk Register, summarised below and presented in full at Appendix 2, contains eight risks (three RED, four AMBER, and one GREEN) which are owned and managed by the City Gardens Manager and his Management Team.
- **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)
  - **ENV-CO-GC 010:** Finance – Budget pressure (AMBER, 8)
  - **ENV-CO-GC 015:** Electric vehicles (GREEN, 4)
15. Since the date of the last report to your Committee, all risks have been reviewed. The notes of each risk and its associated action(s) have been updated to reflect the current situation. The current scores of the following risks have changed:
- a) **ENV-CO-GC 010: Finance – Budget pressure.** The risk score has **decreased** from RED 16 (likely / major) to AMBER, 8 (likely / serious) as a result of budgets having now been readjusted, reducing the impact of the risk should it occur.
  - b) **ENV-CO-GC 015: Electric vehicles.** The risk score has **decreased** from RED 16 (likely / major) to GREEN 4 (unlikely / serious). This is because the contract for a new lease hire arrangement of new electric vehicles has now been awarded and funding has been approved for the purchase of one further vehicle. These developments have reduced the likelihood of the service being unable to operate due to lack of vehicles.

## Risk Management Process

16. Risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
17. 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).
18. 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**

19. 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**

20. 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.
21. 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.
22. 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**

23. 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 – Natural Environment Cross-Divisional Risk Register
- Appendix 2 – City Gardens Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

## **Contact**

Joanne Hill, Business Planning and Compliance Manager, Environment Department  
T: 020 7332 1301  
E: [Joanne.Hill@cityoflondon.gov.uk](mailto:Joanne.Hill@cityoflondon.gov.uk)

This page is intentionally left blank



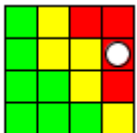
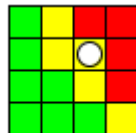


## Natural Environment Cross-divisional Risk Register

Report Author: Joanne Hill

Generated on: 27 January 2023

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 2023-41	<p><b>Causes:</b> 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><b>Event:</b> Incident or accident with health and safety implications.</p> <p><b>Impact:</b> 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-2024	

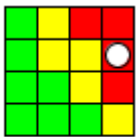
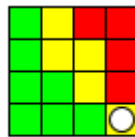
## Appendix 1

30-Aug-2017 Sally Agass				Amber 12 (Possible; Major). <b>06 Jan 2023</b>				
							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	06-Jan-2023	31-Mar-2024
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 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	06-Jan-2023	31-Mar-2024

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
<b>ENV-NE 003</b> <b>Operational Property: Repair and maintenance of buildings and structural assets</b>  <div>Page 43</div> 30-Aug-2017 Sally Agass	<b>Cause:</b> 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. <b>Event:</b> Fail to meet statutory regulations and checks. Operational, residential or public buildings deteriorate to unusable/unsafe condition. <b>Impact:</b> 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.	<div>Likelihood</div> <div>Impact</div>	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.  <b>06 Jan 2023</b>	<div>Likelihood</div> <div>Impact</div>	24	Accept	

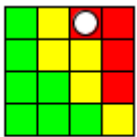
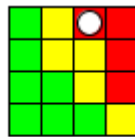
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 003a Liaison with other departments	Liaise with City Surveyor's Department and other internal departments to press for action to be taken especially in regard to the most urgent issues.	The Director has recently commenced a review of roles and responsibilities with City Surveyor's Department.	Sally Agass	06-Jan-2023	30-May-2023
ENV-NE 003b Regular monitoring	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	06-Jan-2023	31-Mar-2024

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)	<p><b>Cause:</b> Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p><b>Event:</b> Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Potential for loss of life or injury to staff/residents.</li> <li>• Legal action by the Environment Agency.</li> <li>• Low level flooding of the park and surrounding residential/commercial areas.</li> <li>• Damage to a listed landscape.</li> <li>• Requirement for significant immediate CoL funds to repair damage.</li> <li>• Civil claims/financial loss claims made from residents/ businesses.</li> <li>• Adverse effect on the reputation of the City corporation (local/national media interest).</li> <li>• Park closed for several weeks.</li> </ul>	<p>Likelihood</p>  <p>Impact</p>	24	<p>Engineering study completed November 2020 recommended a lower level of activity required than originally envisaged. While the Large Raised Reservoirs (LRRs) are classified as High Risk under the Reservoirs Act 1975 and the Flood and Water Management Act 2010, 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>The City Surveyors are progressing works to reinstate the River Roding pumphouse and other land drainage works to increase water supply to the Ornamental Water. An application for winter abstraction is with the Environment Agency.</p> <p>A consultant has been appointed to produce designs for a Sustainable Drainage System (SuDS) within the park as part of the</p>	<p>Likelihood</p>  <p>Impact</p>	8	30-Jun-2024	

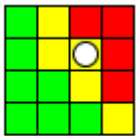
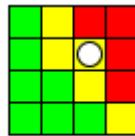
## Appendix 1

09-Dec-2019 Sally Agass				GLA's 'Green and Resilient Places' development funding. The feasibility report is expected to be finalised in early 2023.  In October 2021, a weekly inspection of the Perch Pond dam revealed a leak in the vicinity of the outflow structure. This remains under in consultation with the supervising Panel Engineer.  <b>05 Jan 2023</b>				

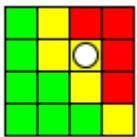
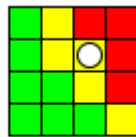
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 007d Environment Agency Options Page 45	Confirm to EA that measures in the interest of safety have been completed.	The Supervising Panel Engineer is kept up to date with the project's progress during their six-monthly inspections of the lakes, during which the Panel Engineer determines if further action is required. The next inspection is due on 23 January 2023.  The project is now progressing through detailed options to Gateway 4. Having been delayed by the Project Review the Gateway 4 report will now be presented to Committee in January 2023.	Tim Munday	05-Jan-2023	30-Jun-2024
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.	The water balance assessment has been 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).  The Gateway 4 report will now be supported by an outline water supply potential assessment. Having been delayed by the Project Review, the report will now be presented to Epping Forest and Commons Committee on 26 January 2023.	Tim Munday	05-Jan-2023	26-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	Flight path
<b>ENV-NE 004</b> <b>Pests and diseases</b>  <div>Page 46</div> 30-Aug-2017 Sally Agass	<b>Causes:</b> Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas. <b>Event:</b> 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. <b>Impact:</b> 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.	<div>Likelihood</div>  <div>Impact</div>	16	<p>Individual charities have their own local risk and associated mitigating actions on this subject which the Director keeps under regular review.</p> <p>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.</p> <p>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.</p> <p><b>06 Jan 2023</b></p>	<div>Likelihood</div>  <div>Impact</div>	16	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	06-Jan-2023	31-Mar-2024
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	06-Jan-2023	31-Mar-2024

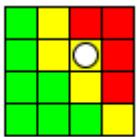
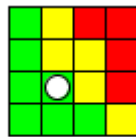
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE 002</b> <b>Extreme weather and climate change</b>  30-Aug-2017 Sally Agass <b>Page 47</b>	<b>Causes:</b> Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. <b>Event:</b> More frequent and severe weather events resulting in periods of drought, flooding, storm damage, wildfires etc. <b>Impact:</b> 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.  <b>06 Jan 2023</b>	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	07-Jan-2023	31-Mar-2024
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	07-Jan-2023	31-Mar-2024
ENV-NE 002c Publicity campaign	Run a publicity campaign to raise awareness of the dangers of wildfires and encourage responsible behaviour.	In Spring 2023, launch a publicity campaign as a preventative measure to reduce the likelihood of wildfires due to irresponsible behaviour.			Sally Agass	07-Jan-2023	30-Apr-2023

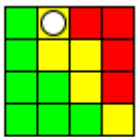
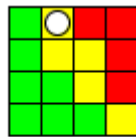
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE 005</b> <b>Impact of development</b>  <div>Page 48</div> <div>07 Aug-2017</div> <div>Sally Agass</div>	<b>Cause:</b> 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. <b>Event:</b> Major development near a Natural Environment site. <b>Impact:</b> 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	<b>12</b>	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.  <b>07 Jan 2023</b>	 Likelihood	<b>12</b>		
							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	07-Jan-2023	31-Mar-2024



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
<b>ENV-NE 011 Recruitment and retention of staff</b>  <div>Page 49</div> <div>Dec-2022</div> <div>Sally Agass</div>	<b>Cause:</b> There is a lack of appropriately skilled candidates in the wider environment employment market. <b>Event:</b> Difficulty in filling new and existing posts at the right level. <b>Impact:</b> Inability to deliver front-line and back-office services.	 Likelihood	<b>12</b>	<p>There is currently a lack of individuals in the employment market with relevant skills and experience to fill posts - this is an industry-wide issue. We aim to reduce this risk by undertaking appropriate actions, including:</p> <p>A key element of delivering the new Target Operating Model will be to offer our existing staff more learning and development opportunities to enable them to fill new and vacant posts.</p> <p>We will begin to advertise vacancies across a broader range of recruitment outlets in an attempt to attract suitable candidates.</p> <p><b>07 Jan 2023</b></p>	 Likelihood	<b>4</b>	31-Dec-2023	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 011a Develop staff	Develop existing staff	An integral part of the new (Phase Two) Target Operating Model will be offering existing staff more learning and development opportunities to enable them to fill new and existing vacancies.			Sally Agass	07-Jan-2023	31-Jul-2023
ENV-NE 011b Recruitment marketing	Widen recruitment marketing.	We will begin to advertise vacancies across a wider range of recruitment outlets in order to attract high quality candidates with appropriate skills and experience.			Sally Agass	07-Jan-2023	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
<b>ENV-NE 010</b> <b>Budget pressures</b>  <div>Page 50</div> <div>16-Dec-2022</div> <div>Sally Agass</div>	<b>Cause:</b> Reduction in income and the need for greater investment in order to deliver services. <b>Event:</b> Inability to generate income results in insufficient financial resources to maintain the quality of service. <b>Impact:</b> Decline in quality of services; inability to respond to the impacts of other business risks.	 Likelihood	8	A charity fundraising income strategy is being developed for Committee approval. Actions identified in the strategy are being prioritised and will be taken forward once approval is obtained.  It is also proposed to purchase 'Grant Finder' software which will assist in the identification of relevant grants to which we can bid for funding.  We are currently unable to reduce this risk as the financial situation is subject to continual fluctuation. However, we are monitoring the situation to keep abreast of potential changes and address them accordingly.  <b>07 Jan 2023</b>	 Likelihood	8		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 010a Charity Fundraising Income Strategy	Develop a Charity Fundraising Income Strategy.	The Charity Fundraising Income Strategy has been drafted for Committee approval. Officers are currently prioritising actions which will be taken forward once the Strategy has been approved.	Sally Agass	07-Jan-2023	31-Dec-2023
ENV-NE 010b Grant Finder software	Invest in Grant Finder software.	Grant Finder software identifies all sources of grant funding in specific sectors. We are carrying out a benefits assessment of the software and, subject to a satisfactory outcome, intend to purchase it.	Sally Agass	07-Jan-2023	31-May-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
<b>ENV-NE 009</b> <b>Failure to implement the Charity Review</b>  25-Aug-2022 Sally Agass	<b>Cause:</b> Delayed prioritisation and coordination of interdependencies. <b>Event:</b> 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. <b>Impact:</b> Delay to achieving operational resourcing. Failure to implement governance resulting in inability to apply for external finance.	 Likelihood	<b>6</b>	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.  <b>07 Jan 2023</b>	 Likelihood	<b>3</b>	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	07-Jan-2023	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	07-Jan-2023	31-Aug-2024



# City Gardens Risk Register

Report Author: Joanne Hill

Generated on: 27 January 2023

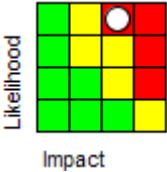
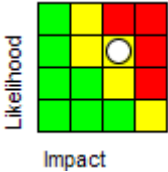



Rows are sorted by Risk Score

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
<b>P0053</b> <b>ENC-CO-GC 016a</b> <b>Staff resources</b>  04-Aug-2022 Jake Tibbetts	<b>Cause:</b> 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. <b>Event:</b> Reduction in skill and human resources within the service. <b>Effect:</b> 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 Impact	<b>16</b>	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.  <b>25 Jan 2023</b>	 Likelihood Impact	<b>12</b>	01-Nov-2023	 Constant
							Reduce	

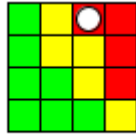
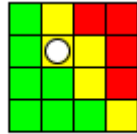

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENC-CO-GC 016a	Review the overall work package and consider how the offer can be developed to increase desirability of roles.	A strategy will be developed over the coming months to consider ways of increasing the desirability of roles in order to attract high quality applicants for vacancies and to encourage existing staff to stay.			Jake Tibbetts	25-Jan-2023	01-Nov-2023

ENV-CO-GC 016c	Work towards securing a rolling apprentice programme to ensure continuous apprentices in City Gardens.	We have requested two levy-funded apprentices and are waiting for confirmation. The aim is to have these two new apprentices each year, on an ongoing basis.	Jake Tibbetts	27-Jan- 2023	01-Nov- 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	<b>Cause:</b> Poor maintenance of assets; failure to implement recommendations. <b>Event:</b> Failure to meet statutory regulations and checks. Built assets deteriorate to unusable/unsafe condition. <b>Effect:</b> Poor condition of assets; service failures; loss of value; cost of repair; potential fines from statutory bodies and insurance claims.		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.  <b>25 Jan 2023</b>		12	31-Mar-2024	 Constant
							Reduce	

Page 55

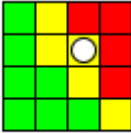
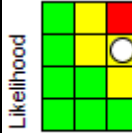

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-CO-GC 017a	Undertake an annual review of the 20 year programme of investment and maintenance of all built assets.	The 20-year works programme is reviewed on an annual basis.		Jake Tibbetts	25-Jan-2023	31-Mar-2024
ENV-CO-GC 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	25-Jan-2023	31-Mar-2024
ENV-CO-GC 017c	Undertake regular internal review and monitoring of condition and safety of assets.	Internal checks are carried out on an ongoing basis. These are monitored every quarter to ensure they have been completed.		Jake Tibbetts	25-Jan-2023	31-Mar-2024

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	<b>Cause:</b> Anti-social and criminal behaviour. <b>Event:</b> Litter; public urination and defecation (human and dog); dog fouling, dog attacks, street drinking; drug use; vandalism; wanton damage and theft. <b>Effect:</b> Damage and loss of assets; reduction in user experience and satisfaction; increased costs of cleaning and repairing damage; reputational harm.	 Likelihood	16	Irresponsible public behaviour continues to be an issue in and around our sites. Actions are in place to address anti-social, criminal and other problematic behaviours. We are exploring options to increase the enforcement of byelaws within City Gardens.  <b>25 Jan 2023</b>	 Likelihood	6	31-Mar-2024	 Constant
							Reduce	

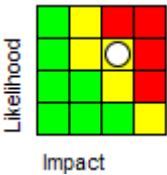
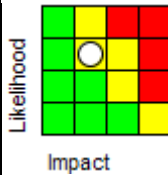
Page 66

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	25-Jan-2023	31-Mar-2024
ENV-CO-GC 018b	Explore the possibility of using Street Enforcement Officers to enforce byelaws within City Gardens.	We are investigating options for working with the Department's Street Enforcement Officers to enforce byelaws within the gardens. This will be trialled at St Dunstan's in-the-East over summer 2023.	Jake Tibbetts	25-Jan-2023	31-Dec-2023
ENV-CO-GC 018c	Look at ways to design out issues and develop internal relationships to resolve issues collaboratively.	Work has commenced to investigate options for working with the Highways and Project officers to redesign areas. Rumble strips have been installed around Festival Gardens, St Paul's to deter skateboarders.	Jake Tibbetts	25-Jan-2023	31-Mar-2024

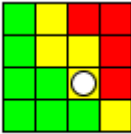
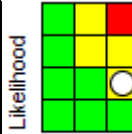


Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-CO-GC 011 Tree and plant diseases and other pests</b>  24-Feb-2022 Nicola Smith; Jake Tibbetts	<b>Cause:</b> 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. <b>Event:</b> Sites become infected by plant or tree diseases. <b>Effect:</b> 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.  <b>25 Jan 2023</b>	 Likelihood Impact	12		  Constant
							Accept	

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	25-Jan-2023	31-Mar-2024
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	25-Jan-2023	31-Mar-2024
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	25-Jan-2023	31-Mar-2024

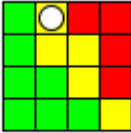
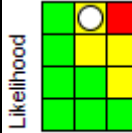

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 012 Climate and weather 24 Feb-2022 Nicola Smith; Jake Tibbetts	<b>Cause:</b> Severe wind events; prolonged drought conditions; extreme temperatures; prolonged precipitation or restricted precipitation. May be climate change influenced. <b>Event:</b> Severe weather/climate at one or more sites. <b>Effect:</b> 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	The Extreme Weather Policy is in place and will be reviewed and updated to include extreme heat, following the Summer 2022 heatwave. The Policy improves our ability to reduce risk by closing sites before extreme weather events occur.  The 'working in heat' risk assessment will be updated to reflect changes in working practices which were implemented during the heatwave in Summer 2022.  <b>25 Jan 2023</b>	 Likelihood Impact	6	31-Mar-2023	Constant
							Reduce	

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	25-Jan-2023	31-Mar-2024
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 night time or siesta working approaches.			Jake Tibbetts	27-Jan-2023	31-Mar-2024
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 gusts of 45mph or more. An action log of these decisions is held to monitor patterns. Ongoing action. The Policy will be updated to reflect extreme heat, Following the heatwave of Summer 2022.			Jake Tibbetts	25-Jan-2023	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	<b>Cause:</b> 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. <b>Event:</b> Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. <b>Effect:</b> Injury to staff, volunteers, contractors or member of the public; prosecution and fine by HSE and/or Police; increased insurance premiums; reputational damage.	 Likelihood Impact	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.  <b>25 Jan 2023</b>	 Likelihood Impact	8	Accept	Constant

Page 59

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	25-Jan-2023	31-Mar-2024
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	25-Jan-2023	31-Mar-2024
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	25-Jan-2023	31-Mar-2024
ENV-CO-GC 009f	Review and update the Emergency Plan.	The Emergency Plan is to be updated and reviewed in 2023, taking into consideration the new departmental and divisional structure.		Jake Tibbetts	25-Jan-2023	01-May-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 010 Finance - Budget pressure  24-Feb-2022 Nicola Smith; Jake Tibbetts	<b>Cause:</b> Delayed implementation of the new Target Operating Model (TOM) and pay award requirements. <b>Event:</b> 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. <b>Effect:</b> 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.	 Likelihood	8	Following discussions with Chamberlains, budgets have been readjusted to cover redundancy costs and to reflect the impact of the pay award on the service which is disproportionately affected due to a high proportion of Grade A and B staff. Income targets which were set as part of the TOM process remain for 2022/23, but have been removed for the 2023/24 financial year <b>25 Jan 2023</b>	 Likelihood	8	31-Mar-2023  Accept	  Decreasing

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.	Budgets are likely to be overspent.  Budgets that reflect the new staff structure are being implemented. Where possible, we will reduce the impact of the risk through income generation.			Jake Tibbetts	25-Jan-2023	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
<b>ENV-CO-GC 015 Electric vehicles</b>  <div>Page 67</div> 04-Aug-2022 Jake Tibbetts	<b>Cause:</b> 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. <b>Event:</b> Existing contract expires before we are able to receive new vehicles, leaving us without a fleet. <b>Effect:</b> Service failure due to lack of vehicles, or significantly increased costs from procurement of a new temporary fleet.	 Likelihood Impact	4	We have awarded a contract for the lease hire arrangement of the new vehicles which will be delivered in Q1 of 2024/25. To bridge the gap in the contracts, we are seeking internal approval to extend the current contract to the end of 2023/24.  In addition, funding has been approved to enable the purchase of one vehicle which will improve service delivery and resilience.  The risk has been reduced to red 4 (unlikely/serious) because the new contract has been awarded.  <b>25 Jan 2023</b>	 Likelihood Impact	1	31-Mar-2024	          Decreasin g
							Reduce	

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-CO-GC 015a	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.	We have awarded a contract for the lease hire arrangement of the new vehicles which will be delivered in Q1 of 2024/25. To bridge the gap in the contracts, we are seeking internal approval to extend the current contract to the end of 2023/24.			Jake Tibbetts	25-Jan-2023	31-Mar-2024



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

This page is intentionally left blank



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

## Summary

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

## Recommendation

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

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

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

- Note this report

## Main Report

### Background

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

### **Draft final high-level Business Plan for 2023/24**

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

### **Standing Order 56: Property assets**

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

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

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

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

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

**Security implications** - None

### **Conclusion**

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

### **Appendices**

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

### **Joanne Hill**

Business Planning & Compliance Manager

Environment Department

[joanne.hill@cityoflondon.gov.uk](mailto:joanne.hill@cityoflondon.gov.uk)

This page is intentionally left blank

# The Environment Department

## Shaping sustainable future environments

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

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

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

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



# Natural Environment Division and City Gardens

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

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

## How we plan to develop our capabilities in 2023/24

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

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

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

## How we will measure our performance

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



Our strategic commitments

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

Contribute to a flourishing society

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

Support a thriving economy

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

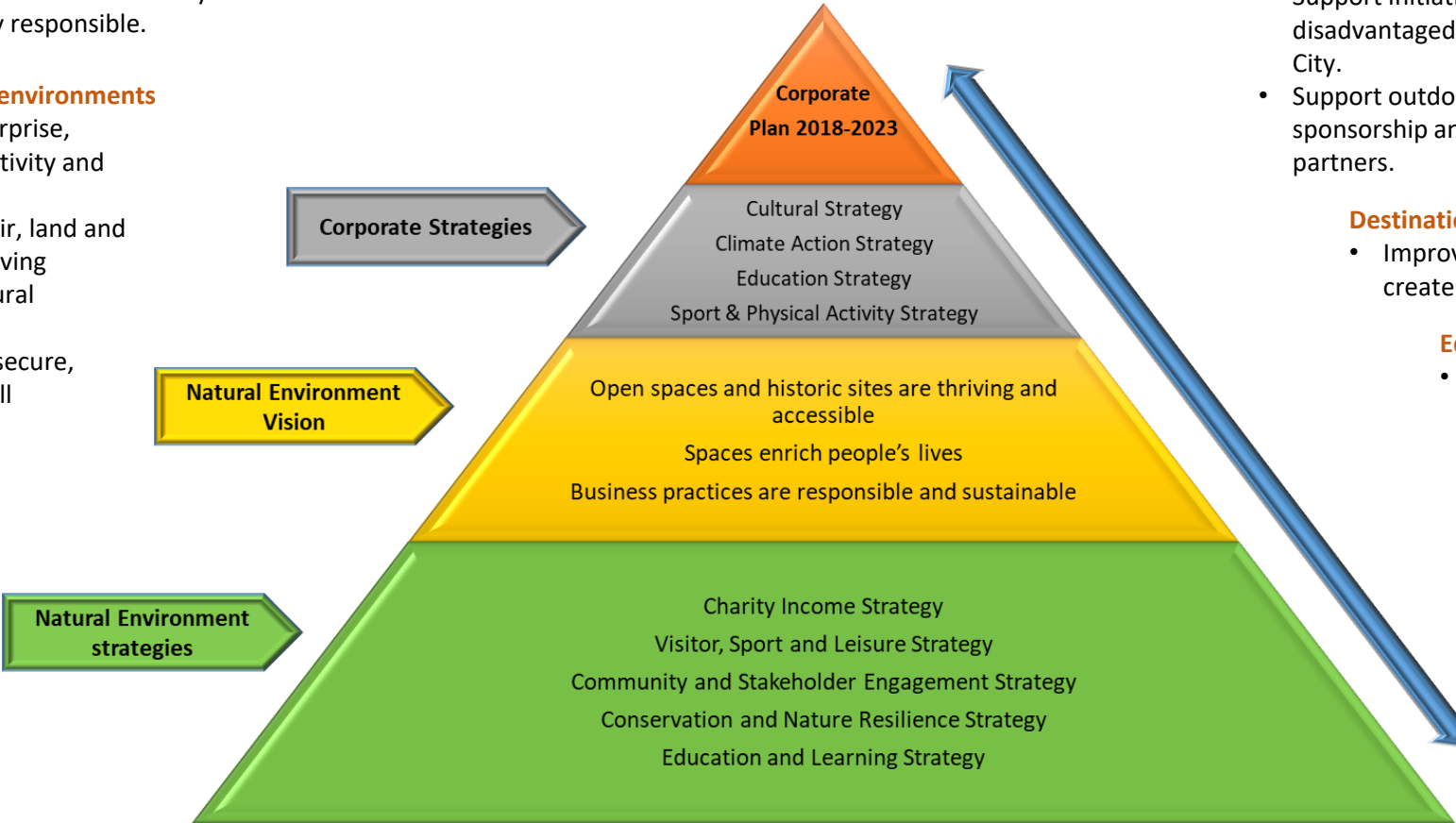
Shape outstanding environments

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

**Natural Environment Strategies**

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

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



The key Corporate strategies we support are...

Climate Action Strategy

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

Cultural Strategy

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

Destination City

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

Education Strategy

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

Sport & Physical Activity Strategy

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



### Risk Management

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

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

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

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

Natural Environment and City Gardens business risk profile – January 2023

### Stakeholder engagement

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

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

### Operational Property requirements

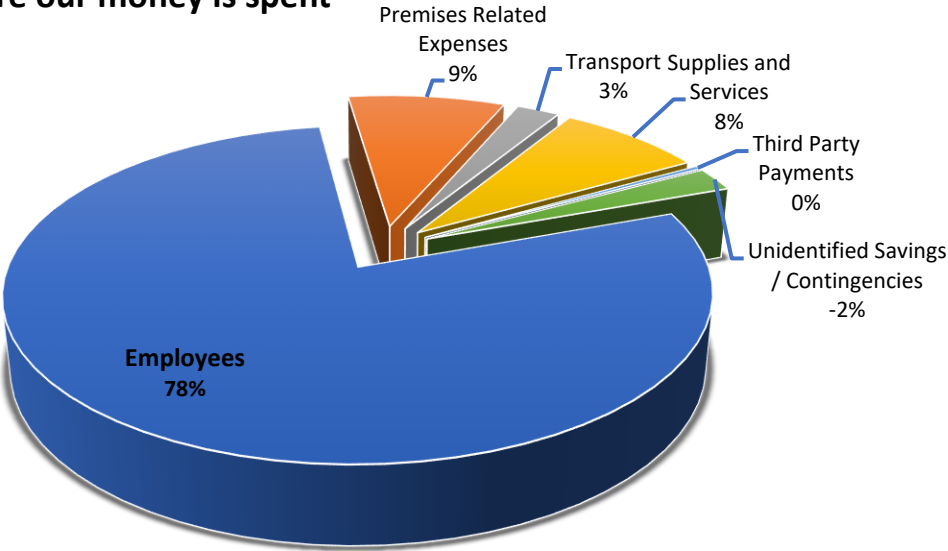
The Environment Department’s 850 staff are based across 25 sites throughout London and the south-east. We hold approximately 400 physical assets, almost 300 of which are at our Natural Environment sites.

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

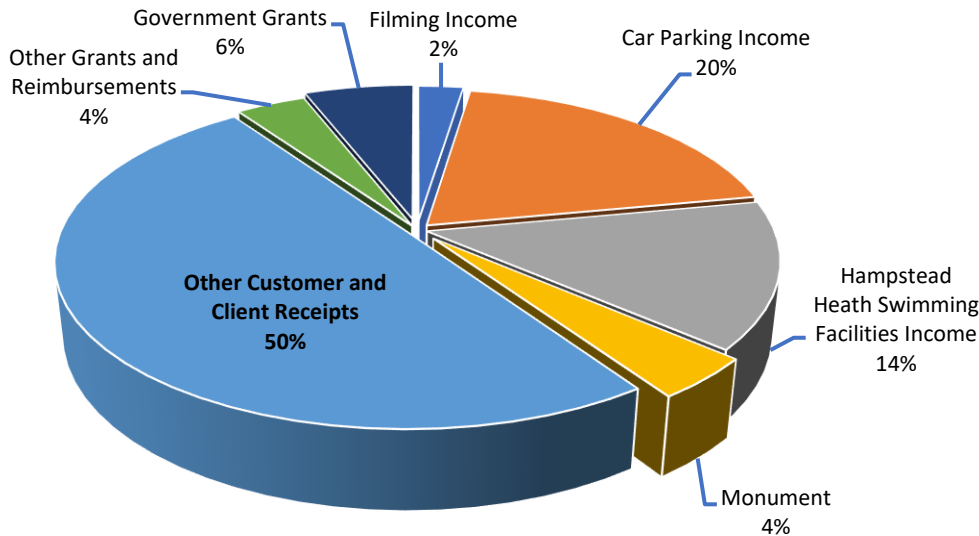
Following this, we will work with the City Surveyor’s Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

# Our financial information

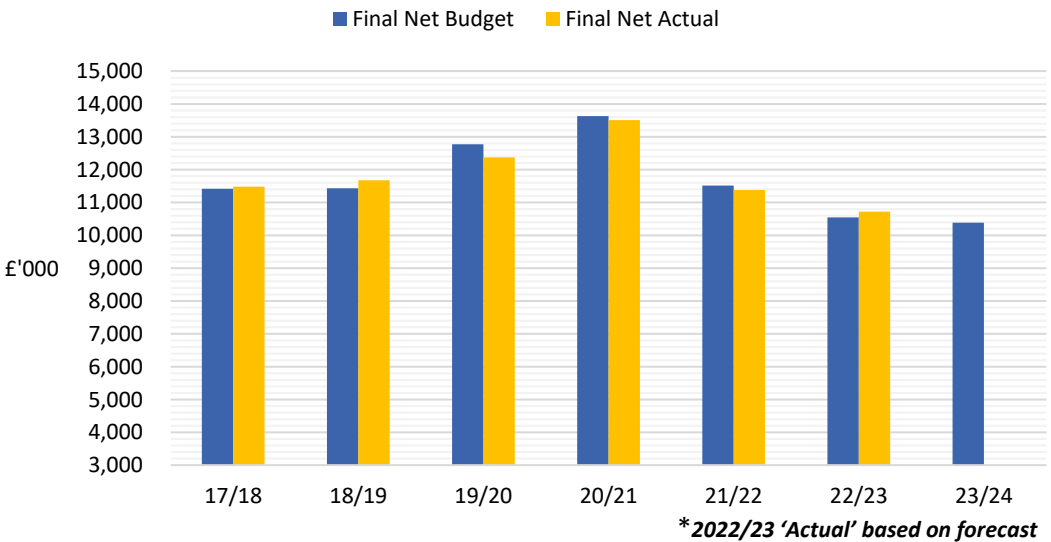
## Where our money is spent



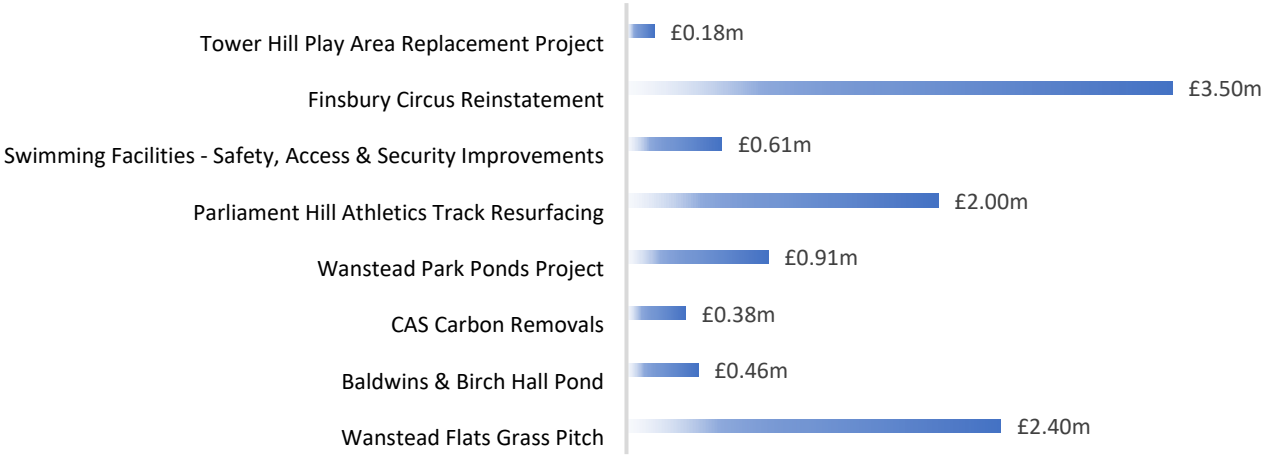
## Where our money comes from



## Budget vs Actual



## Capital Projects - 2023/24 forecast Total estimated spend is £10.44m



## Our people\*

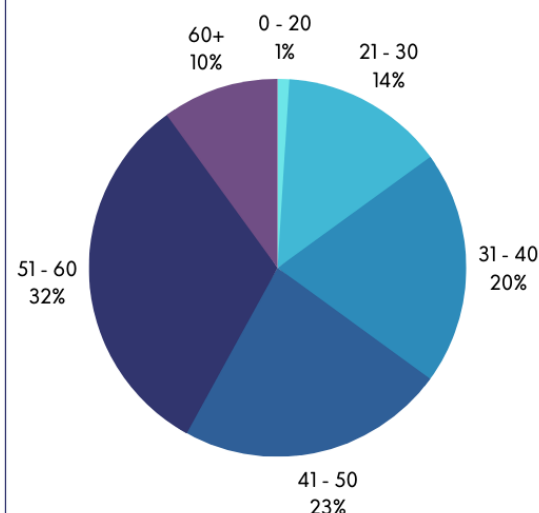
As a new department Equality, Diversity and Inclusion will be a key piece of work, and will include:

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

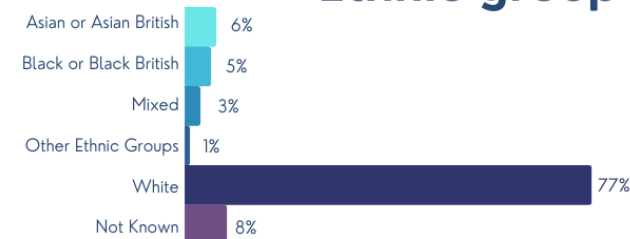
### Gender



### Age range



### Ethnic group



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

This page is intentionally left blank

<b>Committee(s):</b> Open Spaces and City Gardens Committee	<b>Date(s):</b> 13 <sup>th</sup> February 2023
<b>Subject:</b> Director's Report	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<b>1, 2, 3, 4, 5, 11 &amp; 12</b>
Does this proposal require extra revenue and/or capital spending?	<b>N/A</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>
<b>Report of:</b> Juliemma McLoughlin, Executive Director, Environment	<b>For discussion</b>
<b>Report author:</b> Sally Agass, interim Director of Natural Environment	

## Summary

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

## Recommendation

Members are asked to:

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

## Main Report

### Charity Review

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

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

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

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

## **Key News from our Charities**

### **Hampstead Heath**

Tree planting for the Queen's green canopy is taking place in Hampstead Heath with over 33 trees planted during January and March.

A recent survey of bat boxes on Hampstead Heath uncovered several bats with three species identified including Common and Soprano Pipistrelles and a Noctule.

Work is progressing with the implementation of capital projects including the refurbishment of the athletic track at Parliament Hill, the ponds infrastructure on the Heath and the playground at Queen's Park.

A number of events took place at Hampstead Heath during the autumn and festive period which included a Remembrance Day event, a Christmas fayre and the traditional Christmas and new year day swims at the ponds.

### **Epping Forest**

### **The Commons**

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

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

With the support of a private donation two new Exmoor ponies were acquired in December and are now grazing Stoke Common along with our existing two ponies for the winter. Across the sites cattle have been TB tested and are now in winter quarters with our first calves due in Early January at West Wickham and Coulsdon Common. Following the launch of their donation scheme in December, Ashted Common have already raised £1,611, including one donation of £1,500 while Burnham Beeches received a £3000 donation to help towards ancient tree management during the period.

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

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

### **West Ham Park – Former Nursery Site**

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

### **Learning**

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

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

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

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

### **Operational Property review**

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

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

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

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

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

## **Byelaws**

The Natural Environment Division have established a Byelaw Review Group to examine the byelaws for each of the open spaces. However, due to the pressures on staff and the timing of the TOM Phase 2 proposals, this work will progress at a slower pace. The Comptroller and City Solicitor produced some detailed proposals for Epping Forest, which was selected as a pilot project, last year. The proposals cover topical issues of general application, such as the use of drones and personal electric vehicles, as well as local matters that are specific to Epping.

There is also an opportunity to revoke byelaws that are no longer needed, and to update some of the historical language, whilst focussing on those changes that will have the biggest impact. These proposals are still being considered. The issues



raised are complex, and may in some case be contentious, which is a reason for taking our time to complete this review. Any new byelaws (which create new criminal offences) must be necessary and proportionate and comply with the relevant statutory framework and the available guidance. Further reports will be brought back to committee in due course. We will also need to liaise with The Department for Levelling Up, Housing and Communities and carry out a period of public consultation at the appropriate stages. It is hoped that the pilot project at Epping Forest can be progressed over the summer and autumn, followed by the other open spaces in order of priority.

## **Projects Update**

### **Monument Update**

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

### **Corporate & Strategic Implications**

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

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

### **Financial Implications**

Not applicable

### **Resource Implications**

Not directly applicable

### **Climate Implications**

Not directly applicable

**Legal Implications**

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

**Risk Implications**

Not applicable

**Equality Implications**

No impact.

**Security Implications**

Not applicable

**Appendices**

None

**Sally Agass**

Interim Director, Environment Department.

E: [sally.agass@cityoflondon.gov.uk](mailto:sally.agass@cityoflondon.gov.uk)

<b>Committees:</b> <i>Streets and Walkways Sub Committee (For Decision)</i> <i>Open Spaces and City Gardens (For Decision)</i> Operational Property Projects Sub Committee	<b>Dates:</b> 17 January 2023 13 February 2023 Delegated
<b>Subject:</b> City Cluster Vision - Well-being & Climate Change resilience programme: Jubilee Gardens Improvements  <b>Unique Project Identifier:</b> PV Project ID: To be issued at Gateway 5 stage	<b>Gateway 5:</b> <b>Regular/</b> <b>Authority to start work</b>
<b>Report of:</b> Executive Director Environment  <b>Report Author:</b> Emmanuel Ojugo, City Operations	<b>For Decision</b>
<h1>PUBLIC</h1>	

<b>1. Status Update</b>	<p><b>Project Description:</b> Jubilee Gardens is one of the high priority projects of the City Cluster's Wellbeing and Climate Resilience programme. It is one of the few green spaces in the area. The project involves the relandscaping of the Gardens to create a more useable, pleasant, greener, and more resilient space. It is being developed in close collaboration with local stakeholders and the City Gardens team.</p> <p><b>RAG Status:</b> Amber (Green at last report to Committee)</p> <p><b>Risk Status:</b> Medium (Low at last report to committee)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £680,000</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> There has been a cost increase of £80K as a result of the impacts of inflation.</p> <p><b>Spend to Date:</b> £148,972.57 (as part of a 7-project programme. See Appendix 2: City Cluster – Well Being and Climate Resilience Programme).</p> <p><b>Costed Risk Provision Utilised:</b> £0 (no CRP was specified in the previous report to Committee).</p> <p><b>Funding Source:</b>            60-70 St Mary Axe (S106), 40 Leadenhall Street (S106 LCEIW), Cool Streets &amp; Greening Programme (OSPR). The funding breakdown is detailed in Appendix 5.</p>
-------------------------	---

	<p><b>Slippage:</b> A progress report was submitted for information in April 2022 in which it was stated that a subsequent Gateway 5 report was to follow in the summer of 2022. This target slipped because the project was subject to the Corporations' capital programme review that was concluded in late October 2022. Following the conclusion of that exercise, the project is proposed to progress, subject to the conclusion of the legal agreement with the UK Power Networks (UKPN asset holder). Following discussions with UKPN in November/December 2022 it is believed this agreement will be concluded by January 2023.</p>
<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> <i>Gateway 6: Outcome Report</i></p> <p><b>Next Steps:</b></p> <p>2.1 The design has been developed to an advanced level. However, to finalise the construction package, the agreement with UKPN requires the inclusion of a schedule detailing the build methodology to ensure the integrity of the adjacent substation. This is a standard APA (Asset Protection Agreement) for enabling works adjacent to infrastructure assets on leased land, to which the City of London is the freeholder. The next steps are below:</p> <ul style="list-style-type: none"> <li>A. Finalise agreement with UKPN services to carry out improvements adjacent to their infrastructure.</li> <li>B. Finalise construction package produced in collaboration with external consultants.</li> <li>C. Develop construction programme with City's Highways Term contractor.</li> <li>D. Construction – start on site summer 2023, utilising City's Highways Term contractor.</li> </ul> <p><b>Requested Decisions:</b></p> <p>Members of Streets and Walkways Sub Committee and Open Spaces and City Gardens:</p> <ul style="list-style-type: none"> <li>I. Agree authorisation to implement the Jubilee Gardens relandscaping works as set out in Appendix 3.</li> </ul> <p>Members of Streets and Walkways and Operational Property Project Sub Committee:</p> <ul style="list-style-type: none"> <li>II. Approve an increase in project budget of £80,000 to a total cost of £680,000 (excluding risk) to be funded from 60-70 St Mary Axe (S106), 40 Leadenhall Street (S106 LCEIW), Cool Streets &amp; Greening Programme (OSPR). Funding breakdown is set out in Appendix 5.</li> <li>III. That a Costed Risk Provision of £95,000 is approved (to be drawn down via delegation to Chief Officer) funded 40 Leadenhall Street (S106 LCEIW), taking the total budget (including risk) to £775,000.</li> </ul>

	<p>IV. Agree that the Comptroller and City Solicitors Department are permitted to finalise all necessary legal agreement amendments to facilitate the implementation of relandscaping works to Jubilee Gardens.</p> <p>V. Delegated authority be given to the Executive Director of Environment and Chamberlain, to adjust the project budget between staff costs, fees and works, providing the overall budget is not exceeded beyond standard tolerances (inclusive of interest accrued to date).</p>
<b>3. Budget</b>	<p>3.1. The Jubilee Gardens project is part of the City Cluster's Well-being and Climate Change resilience programme. The resources required to deliver this scheme are detailed further in Tables 1 and 2 in Appendix 5.</p> <p>3.2. The total cost of the project is £680,000, which is an increase of £80K from the previously reported range of between £500,000 - £600,000. The increase is largely due to the impacts of inflation since the last project estimate in April 2022.</p> <p><b>Costed Risk Provision requested for this Gateway:</b></p> <p>3.3. A Cost Risk Provision (CRP) of £95,000, is requested. CRP is required to manage some identified risks related to the implementation stage (as detailed in the Risk Register – Appendix 6). The total cost of the project inclusive of the CRP is £775,000. Resources required for authority to start works are detailed in Appendix 5: Finance tables.</p>
<b>4. Design summary</b>	<p>4.1. Jubilee Gardens is currently a secluded but dated, uninviting space. The new design seeks to rejuvenate it as an exemplary, inviting garden, showcasing the City of London's priorities of: accessibility, biodiversity and habitat provision, circular economy principles and material reuse, climate resilient planting, equality and inclusion by design.</p> <p>4.2. The design will see a change in the existing layout of the garden that has poor permeability and can be perceived as uninviting. This is typified by a bulky stone clad perimeter wall over a meter in height, inset with railings and stone clad piers together with high brick planters that further increase the sense of enclosure.</p> <p>4.3. The recommended design has been developed collaboratively with the City Gardens Team, City Engineers and specialist landscape/structural consultants. Proposals include re-landscaping and replacing the existing dated design to create a greener, more attractive space. The main elements are summarised as follows:</p>

	<ul style="list-style-type: none"> <li>• The new garden design increases access points and pathways to and around the garden. It reduces the boundary wall bulk/height making it more inviting. The main entrance to the garden, on the southern border, will be shifted a few metres westwards to maximise opportunity for access incorporating an additional point of entry within the garden perimeter.</li> <li>• The design re-uses the existing Purbeck stone pavements in the main paths in the gardens. The City's approved palette of materials, such as Yorkstone with a combination of aggregate and bound gravel to be utilised in the secondary arterial routes off of the main Purbeck stone paths.</li> <li>• The design considers climate resilience measures including a sustainable drainage system (SuDs) and maximising greenery. The existing high-sided planters are to be replaced with more open in-ground planters that incorporate a resilient planting palette. At least 15 new trees are proposed, which improves local biodiversity by increasing the planting palette variety that is currently dominated by box hedging and low order trees. be incorporated.</li> <li>• Additional seating is planned to complement the new accessible pathways throughout the garden and provide opportunities to rest. Seating will utilise the City's standard palette which includes arms and backs to provide greater support for the physically impaired.</li> <li>• Signage will be upgraded to improve legibility. Existing signage will be upgraded to accord with City Gardens' current guidance for designated open spaces and the City's ongoing wayfinding improvements, particularly in areas of significant change.</li> </ul> <p>Equalities:</p> <ul style="list-style-type: none"> <li>• A Test of Relevance: Equalities Analysis was undertaken and a full analysis was not required. The design improves on the existing amenity with an emphasis on inclusivity. The proposals are considered an improvement on the existing garden providing benefits to all users, with particular benefits for the elderly and those visitors with physical impairments.</li> </ul>
<b>5. Delivery team</b>	<p>5.1 Works will be delivered by the City of London's Highways Term Contractor (FM Conway) and any nominated sub-contractor or utilities provider as necessary, under the</p>

	supervision of the Environment Department. Soft landscaping works will be overseen by the City Gardens team.
<b>6. Programme and key dates</b>	<ul style="list-style-type: none"> <li>• Finalise construction package produced in collaboration with external consultants - (February 2023).</li> <li>• Finalise agreement with UKPN services to carry out improvements adjacent to infrastructure and any other approvals as required - (February 2023).</li> <li>• Instigate procurement of materials – (March 2023)</li> <li>• Undertake targeted stakeholder liaison to inform local users on upcoming works - (April 2023).</li> <li>• Construction (including site prep)– start on site utilising City's Highways Term contractor – Summer 2023 (6 month programme).</li> <li>• Gateway 6 – May 2024</li> </ul>
<b>7. Risks</b>	<p><b>Key Risks</b></p> <p>A. <u>Delays in concluding the Asset Protection Agreement with UKPN</u> This would delay the project programme <b>Mitigation:</b> maintain regular contact with the UKPN and associated legal team, manage delivery team to produce the schedule and notify local stakeholders.</p> <p>B. <u>Site conditions affect the build</u> Due to the presence of a UKPN asset and utilities the parameters of the build are restricted but not unknown. <b>Mitigation:</b> Work closely with UKPN to carry out necessary site appraisals to complete the APA and conclude the construction design package.</p> <p>C. <u>Increase in material costs</u> Materials costs may increase costs beyond the current budget tolerance. <b>Mitigation:</b> Factor in the projected RPI (retail price index) increases and design to budget.</p> <p>D. <u>Delays in the supply chain</u> Delays in obtaining materials and planting may increase the programme and impact costs. <b>Mitigation:</b> Term Contractor has agreed to store a minimum quantity of standard material. Order materials by March 2023 to avoid the RPI uplift in April 2023.</p> <p>Further information is available in the Risk Register (Appendix 6).</p>

	<p><b>Costed Risk Provision Utilised at Last Gateway: (N/A)</b>  Change in Costed Risk: +/- (£95,000 has been requested following the identification of additional risk factors during implementation). Please see further details within the risk register in Appendix 6.</p>
<b>8. Success criteria</b>	<p>8.1. Increase the amount of greenery to help mitigate the impacts of climate change, noise and air pollution and soften the urban environment.</p> <p>8.2. Deliver more accessible and attractive spaces to rest and spend time in.</p> <p>8.3. Improve thermal comfort in the area</p> <p>8.4. The creation of 'green corridors' along busy pedestrian routes.</p> <p>8.5. Deliver sustainable urban drainage systems (SuDs) in line with the City's Climate Action Strategy.</p>
<b>9. Progress reporting</b>	<p>9.1. Monthly updates to be provided via Project Vision with minor design change elements deferred to the Director of City Operations Division.</p> <p>9.2. More substantial project changes will be sought by exception via Issue Report to Spending and OPP Sub Committees should there be a fundamental change to the project scope.</p>

## Appendices

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	City Cluster Programme Overview, Well Being and Climate Change Resilience Programme,
<b>Appendix 3</b>	Site Plan, Existing, Draft Proposed General Arrangement Plan
<b>Appendix 4</b>	Photomontage of Proposal
<b>Appendix 5</b>	Finance Tables
<b>Appendix 6</b>	Risk Register
<b>Appendix 7</b>	Test of Relevance: Equality Analysis

## Contact

<b>Report Author</b>	Emmanuel Ojugo
<b>Email Address</b>	<a href="mailto:emmanuel.ojugo@cityoflondon.gov.uk">emmanuel.ojugo@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	020 7332 1158



# Project Coversheet

## [1] Ownership & Status

**UPI:** TBC (at GW5 when the individual deliverables are fully reported under the City Cluster Vision Programme 2 – Well Being & Climate Change Resilience)

**Core Project Name:** City Cluster Vision - Well-being & Climate Change resilience: Jubilee Gardens Improvements

**Programme Affiliation** (if applicable): City Cluster Vision - Well-being & Climate Change Resilience

**Project Manager:** Emmanuel Ojugo

**Definition of need:** In April 2021, Members approved a Gateway 4 report to progress the projects within the City Cluster Programme 2 – Well-being and Climate Change resilience.

Programme 2 is focused on the creation of a greener more welcoming environment, increased climate change mitigation measures, contributing towards an improved pedestrian experience and well-being.

Jubilee Gardens Improvements is one of the projects in this programme and included within this framework. The project involves the delivery of sustainable drainage system through the redesign and relandscaping of the existing Jubilee Gardens that is currently outdated and in need of improvements.

**Key measures of success:** <1-3 qualitative/quantitative (not, on time/budget)

- 1) Increase the amount of greenery to help mitigate the impacts of climate change, noise and air pollution and soften the urban environment.
- 2) Deliver more accessible and attractive spaces to rest and spend time in. Improve thermal comfort in the area
- 3) The creation of 'green corridors' along busy pedestrian routes and delivery of sustainable drainage systems (SuDs) in line with the Climate Action Strategy.

**Expected timeframe for the project delivery:** <Current Range>Summer 2023 – Spring 2024

**Key Milestones:**

- 1) Submit Gateway 5 Report – expected January/February 2023
- 2) Procurement of materials, permits – March 2023
- 3) Initiate works – Summer 2023

**Are we on track for completing the project against the expected timeframe for project delivery?** <Y/N> Y (however, it should be noted that the Capital Programme Review delayed the delivery of a report in July 2022 and the programme was revised to enable works to accord with the 2023/24 planting season.

<If not, what has caused this and what officer action has/is being taken?> The programme was revised to accommodate an unforeseen delay attributable to the need to conclude the capital review programme (October 2022).

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing? N/A**  
 <If so what and how?> N/A

## **[2] Finance and Costed Risk**

**Headline Financial, Scope and Design Changes:** Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note this section is to tell the 'project story' of how we reached the current position outlined in the main report.

### **'Project Briefing' G1 report (as approved by Chief Officer xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Costed Risk Against the Project:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

### **'Project Proposal' G2 report (as approved by PSC xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

### **'Options Appraisal and Design' G3-4 report (as approved by PSC xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

### **'Options Appraisal and Design' Progress report (as approved by PSC 29/04/22):**

- Total Estimated Cost (excluding risk): £0
- Resources to reach next Gateway (excluding risk)
- Spend to date: £148,972.57 as part of the overall City Cluster Climate change and Well-being programme of works, which involves the design development and evaluation of various projects.
- Costed Risk Against the Project: 0
- CRP Requested: £0
- CRP Drawn Down: 0
- Estimated Programme Dates:

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

- Finalise construction package produced in collaboration with external consultants - (February 2023).
- Finalise agreement with UKPN services to carry out improvements adjacent to infrastructure and any other approvals as required - (February 2023).
- Instigate procurement of materials – (March 2023)
- Undertake targeted stakeholder liaison to inform local users on upcoming works - (April 2023).
- Construction (including site prep)– start on site utilising City's Highways Term contractor – Summer 2023 (6 month programme).
- Gateway 6 – May 2024

*Scope/Design Change and Impact:*

Note: In April 2022, Members approved a Progress report to initiate the Jubilee Gardens project within the City Cluster Programme 2 – Well-being and Climate Change Resilience.

**Key headline updates and change since last report.**

*Increase in estimated cost*

£80,000 for implementation and £95,000 identified in Costed Risk Provision

*Change in programme*

The capital programme review delayed the submission of a summer 2022 report for decision. Therefore, it was unlikely that works would begin in a timely manner to conclude in March 2023 within the current planting season. The programme has been revised to initiate works in the summer of 2023 with the planting schedule to commence in the following planting season in November/December 2023.

**'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk):
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

**Total anticipated on-going commitment post-delivery [£]:**£110,000 maintenance/establishment costs. These have been factored into the overall proposed project budget and are included in Appendix 5 of the main Gateway 5 report.

**Programme Affiliation [£]:**<(If applicable) What is the estimated total programme cost including this project:> City Cluster Vision - Well-being & Climate Change Resilience

This page is intentionally left blank

## Appendix 2. City Cluster Programme Overview

The City Cluster delivery framework, is structured around three programmes and focused on the implementation of the City Cluster Vision. In addition, the work supports objectives set out in the Transport Strategy, Climate Action Strategy, Commerce and Culture Taskforce and Recovery Taskforce.

The three programmes are:

### **Programme 1:** **Pedestrian priority & traffic reduction**

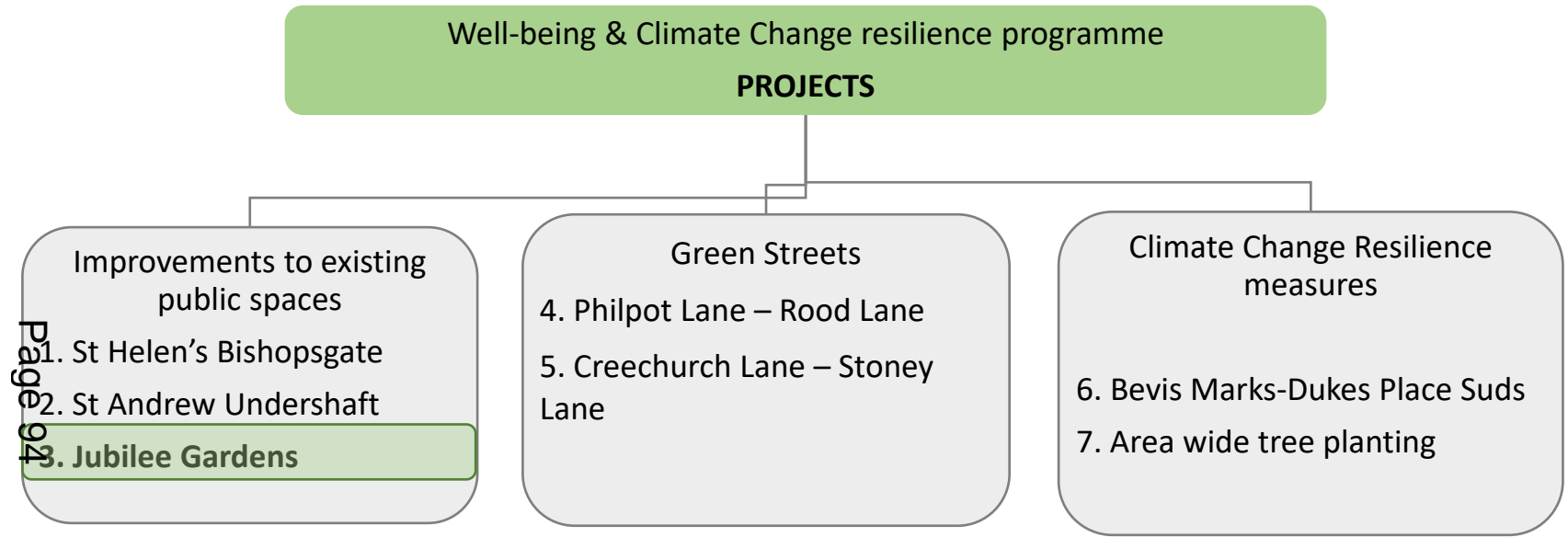
Ensure pedestrian routes can accommodate the projected increases in pedestrians and cyclists flows by rebalancing the street capacity.

### **Programme 2:** **Well-being & Climate change resilience**

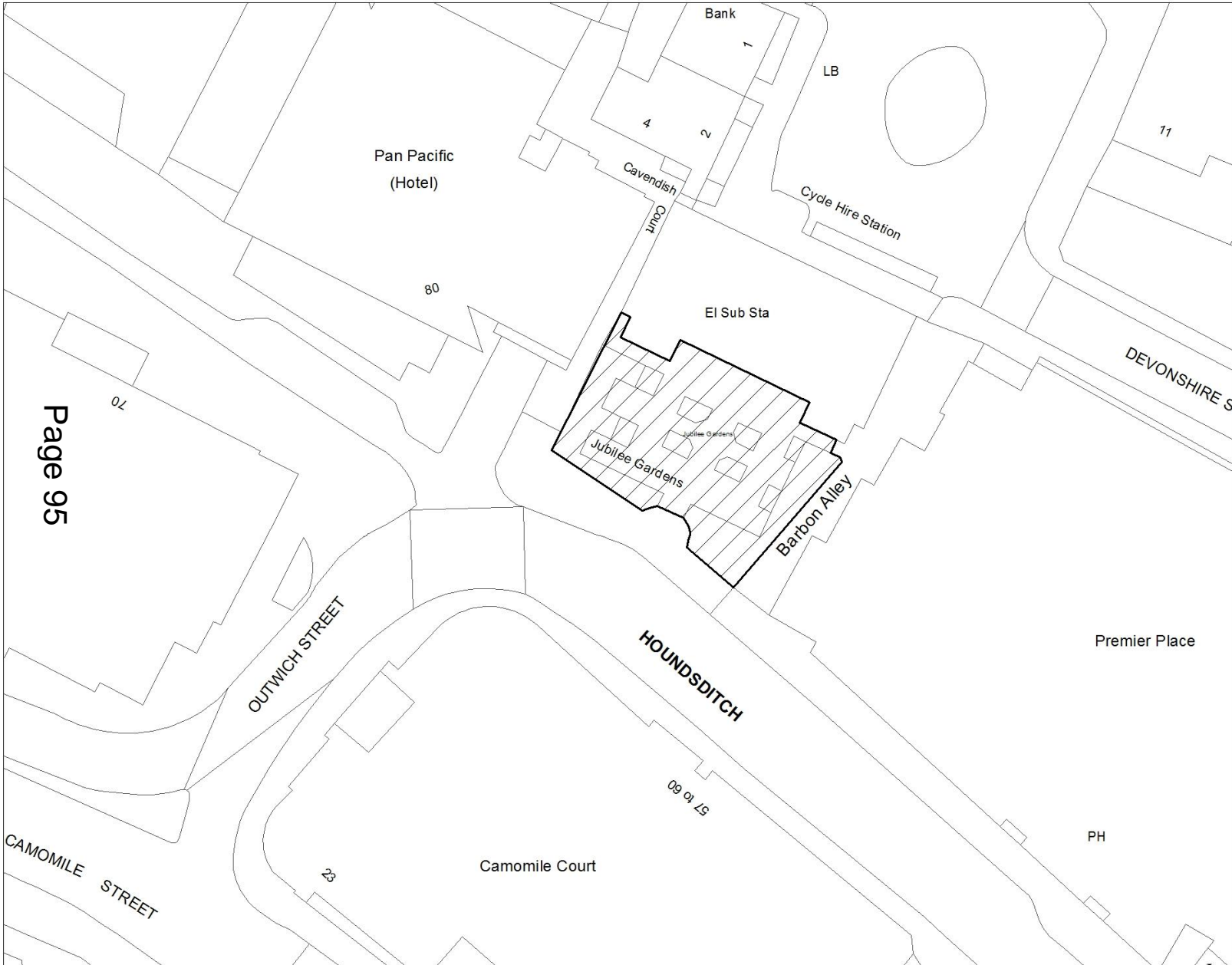
Promote the improvement of public spaces and introduce greenery to deliver an attractive environment.

### **Programme 3:** **Activation & engagement**

Deliver public places that are welcoming and inclusive; and encourage public participation and social engagement.



Appendix 3. Site Plan. Jubilee Gardens



SITE  
LOCATION  
PLAN

Legend



Created by:  
Emmanuel Ojugo

Date Created:  
19 Apr 2022



© Crown copyright and  
database rights 2022  
OS 100023243



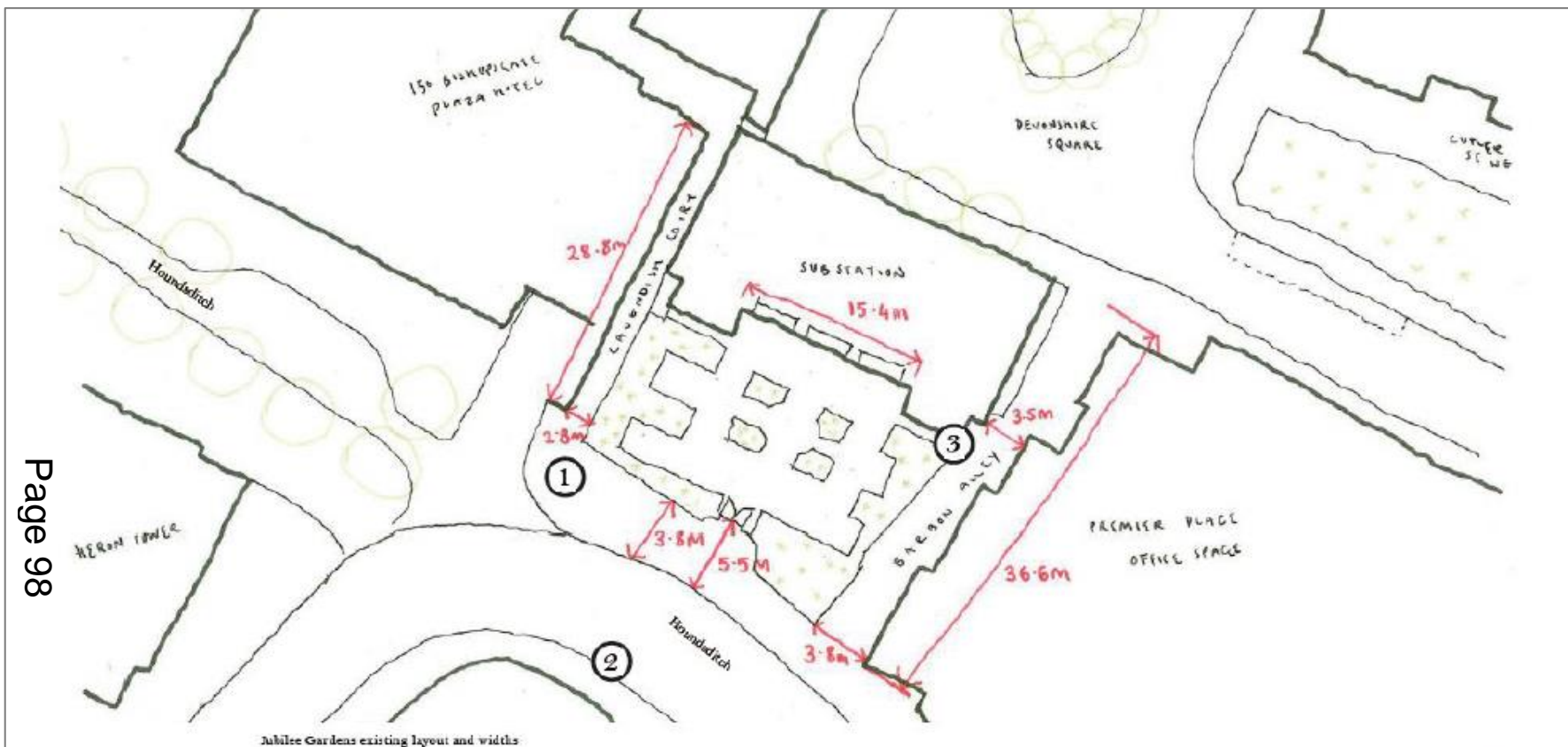




### Appendix 3. Jubilee Gardens | Existing

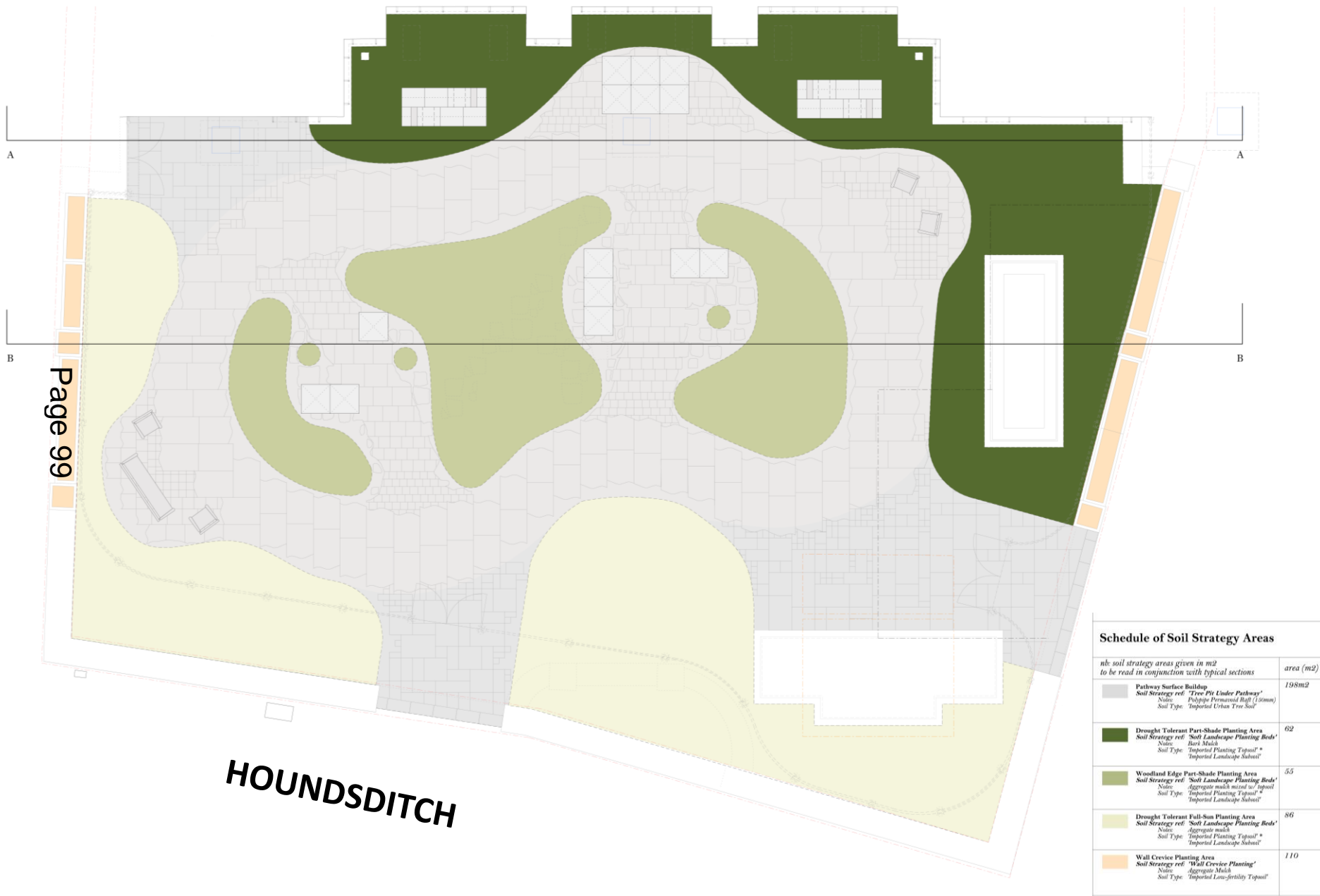






Jubilee Gardens existing layout and widths









## APPENDIX 5: FINANCE

<b>Table 1: Spend to Date - City Cluster Vision - Well-being &amp; Climate Change (Programme 2 - Evaluation &amp; Design) - 16800437</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
Env Servs Staff Cost	29,000	10,057	18,943
P&T Staff Costs	85,000	84,536	464
Open Spaces Staff Cost	14,000	2,027	11,973
Fees	57,000	53,185	3,815
<b>TOTAL</b>	<b>185,000</b>	<b>149,805</b>	<b>35,196</b>

<b>Table 2: City Cluster Vision - Well-being &amp; Climate Change Resilience (Programme 2): Jubilee Gardens Improvements Implementation (Estimate)</b>	
<b>Description</b>	<b>Proposed Costs</b>
<b>Staff Costs</b>	
Env Servs Staff Costs	35,000
P&T Staff Costs	35,000
Open Spaces Staff Costs	25,000
<b>Staff Costs Sub Total</b>	<b>95,000</b>
<b>Works Costs</b>	
Env Servs Works (civils): Inclusive of, site preparation, utilities, paving, drainage, waterproofing, wall and railing/gate and planter construction	381,943
Open Spaces Works: Inclusive of, Soil preparation, planting schedule phasing and tree planting	62,000
<b>Sub Total Works</b>	<b>443,943</b>
<b>Fees Costs</b>	
P&T Fees	21,257
Traffic Order	3,300
Legal Costs and preparation of APA	6,500
<b>Sub Total Fees</b>	<b>31,057</b>
<b>CRP Costs</b>	
Unknown Structural costs	40,000
Programme Delay	10,000
Additional Costs (inflation)	20,000
UKPN additional design attributable to APA	25,000
<b>Sub Total - Costed Risk Provision (CRP)</b>	<b>95,000</b>
Establishment/Maintenance	<b>110,000</b>
<b>Grand Total</b>	<b>775,000</b>

<b>Table 3: Funding Strategy</b>	
<b>Funding Sources</b>	<b>Amount (£)</b>
Cool Streets and Greening	165,000
60-70 ST Mary Axe S106 LCEIW	108,000
40 Leadenhall S106 LCEIW	502,000
<b>TOTAL</b>	<b>775,000</b>

This page is intentionally left blank

City of London: Projects Procedure Corporate Risks Register

Project Name:			City Cluster Vision   Well-Being & Climate Change Resilience Programme: Jubilee Gardens Improvements				PM's overall risk rating:		Medium		CRP requested this gateway		£ 95,000		Average unmitigated risk score		6.1		Open Risks		9		
Unique project identifier:			TBC at GW5				Total estimated cost (exc risk):		£ 680,000		Total CRP used to date		£ -		Average mitigated risk score		6.0		Closed Risks		1		
General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to issues	Comment(s)
R1	5	(10) Physical	Underground structures and utilities limits ability to plant trees	Project scope reduced and impact on programme and cost	Likely	Serious	8	£75,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Carry out additional surveys and site assessments and utilise info supplied by UKPN	£0.00	Possible	Serious	£40,000.00	6	£0.00	Includes but not limited to the following: Carry out subterranean survey to establish the extent of limitations	24/03/22	Emmanuel Ojugo			
R2	5	(10) Physical	Planting proposals are restricted or delayed by nearby works or developments	will impact project scope and programme	Possible	Minor	3	£0.00			Officers will coordinate with UKPN, other City project managers and colleagues to ensure that information is shared and informs the Highways activity programme	£0.00	Unlikely	Minor	£0.00	2	£0.00		24/03/22	Emmanuel Ojugo			
R3	5	(3) Reputation	Delays to the procurement of materials and planting	Will impact programme and costs	Possible	Serious	6	£35,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Discuss procurement route with Term contractor and City gardens team to ensure orders are placed on time.	£0.00	Likely	Minor	£10,000.00	4	£0.00	Includes but not limited to the following: Agreed a methodology with Highways Activities team to ensure some storage of some quantities of standard materials to reduce burden of RPI increases	24/03/22	Emmanuel Ojugo			
R4	5	(2) Financial	Works cost increase due to inflation	Possible further increase in costs will impact scope and budget	Likely	Serious	8	£80,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Prepare detailed costs estimates to take account of inflationary increases. Inflation impact is unknown for 2023/24	£0.00	Possible	Serious	£30,000.00	6	£0.00	Includes but not limited to the following: The potential increase in costs has been factored into the project and this will only be utilised should this risk materialise at the time of construction	24/03/22	Emmanuel Ojugo			
R5	5	(4) Contractual/Partnership	UKPN objections to proposals	Proximity of UKPN asset may require additional measures to be undertaken to indemnify the City and verify the safety of the garden design	Possible	Serious	6	£125,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Consult with UKPN, the City's project delivery team, design consultants and the Comptroller & City Solicitor to ensure the integrity of the Asset Protection Agreement (APA) documentation to be agreed with UKPN. Additional officer time may be required to conclude the matter.	£0.00	Possible	Serious	£25,000.00	6	£0.00	Includes but not limited to the following: Discussions with UKPN have yielded a suite of terms required should the proposals impact some elements of the UKPN station. This is not envisaged but will require a repositioning of some green elements to protect integrity of surface or vents.	24/03/22	Emmanuel Ojugo			This CRP is required to cover additional staff costs as a result of any objections or negotiations for the tree locations and support infrastructure

This page is intentionally left blank



# TEST OF RELEVANCE : EQUALITY ANALYSIS (EA)



## City Cluster Vision | Well-Being & Climate Change Resilience Programme: Jubilee Gardens Improvements

### Introduction

The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

Page 105

What is due regard?	How to demonstrate compliance
<ul style="list-style-type: none"> <li>• It involves considering the aims of the duty in a way that is proportionate to the issue at hand</li> <li>• Ensuring that real consideration is given to the aims and the impact of policies with rigor and with an open mind in such a way that it influences the final decision</li> <li>• Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative.</li> </ul> <p>The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.</p> <p>Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.</p> <p>It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.</p>	<p>Case law has established the following principles apply to the PSED:</p> <ul style="list-style-type: none"> <li>• <b>Knowledge</b> – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind.</li> <li>• <b>Sufficient Information</b> – must be made available to the decision maker</li> <li>• <b>Timeliness</b> – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken.</li> <li>• <b>Real consideration</b> – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigor and with an open mind in such a way that it influences the final decision.</li> <li>• <b>Sufficient information</b> – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty</li> <li>• <b>No delegation</b> - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Review</b> – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.</li> </ul> <p><b>However there is no requirement to:</b></p> <ul style="list-style-type: none"> <li>• Produce equality analysis or an equality impact assessment</li> <li>• Indiscriminately collect diversity data where equalities issues are not significant</li> <li>• Publish lengthy documents to show compliance</li> <li>• Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met</li> <li>• Make services homogeneous or to try to remove or ignore differences between people.</li> </ul> <p><b>The key points about demonstrating compliance with the duty are to:</b></p> <ul style="list-style-type: none"> <li>• Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups</li> <li>• Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications</li> <li>• Keep adequate records of the full decision making process</li> </ul>
--	---

**Test of Relevance screening**

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

**Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.**

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

**What to do**

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision making process.

<b>1. Proposal / Project Title: City Cluster Vision   Well-Being &amp; Climate Change Resilience Programme: Jubilee Gardens Improvements</b>				
<b>2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):</b> The project involves the relandscaping of the existing Jubilee Gardens to create a more useable, pleasant, greener and more resilient space. It is being developed in close collaboration with local stakeholders and the City Gardens team. The new design seeks to rejuvenate it as an exemplary, inviting garden, showcasing the City of London's priorities of: accessibility, biodiversity and habitat provision, circular economy principles and material reuse, climate resilient planting, equality and inclusion by design.				
<b>3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:</b>				
Protected Characteristic (Equality Group) <input checked="" type="checkbox"/>	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Individuals from specific age-group are not impacted.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There is currently only one access point to/from the garden this will be increased to at least two. The new design improves accessibility by ensuring there is sufficient clearance of 2m between paths within the garden space. Seating will provide opportunities to dwell with back and arm rests.
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Individuals of gender reassignment are not impacted
Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Marriage or Civil Partnerships are not impacted
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There will be sufficient clearance of 2m between paths within the garden space. Seating will also provide opportunities to dwell with back and arm rests.
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Individuals from different racial backgrounds are not impacted
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Individuals with specific religious/beliefs are not impacted
Sex (i.e. gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Individuals of all genders are not impacted
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Individuals with specific sexual orientation are not impacted

<b>4. There are no negative/adverse impact(s)</b> Please briefly explain and provide evidence to support this decision:	Jubilee Gardens is an existing garden space that is gated and locked at night. The project will improve the design and visibility of the garden in line with the City's Climate Change and Well-being objectives.		
<b>5. Are there positive impacts of the proposal on any equality groups?</b> Please briefly explain how these are in line with the equality aims:	It is believed that the new garden design represents a net benefit for all users, with specific benefits that are not restricted to but include some protected groups such as, the elderly, pregnancy/maternity and physically impaired.		
<b>6. As a result of this screening, is a full EA necessary? (Please check appropriate box using <input type="checkbox"/>)</b>	<b>Yes</b>	<b>No</b>	<b>Briefly explain your answer:</b> Jubilee Gardens is an existing garden space that is to be improved by increasing green coverage with climate resilient low maintenance SuDs planting. The new design will provide as much need amenity in an area with low green coverage and biodiversity.
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>7. Name of Lead Officer:</b> Emmanuel Ojugo		<b>Job title:</b> Project Manager	<b>Date of completion:</b> 09 December 2020

<b>Signed by Service Director:</b>		<b>Name:</b>		<b>Date:</b>	
------------------------------------	--	--------------	--	--------------	--

<b>Committee:</b> Open Spaces & City Gardens	<b>Dated:</b> 13 February 2023
<b>Subject:</b> 2023/24 Events Fees and Charges – City Gardens	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	11 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<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> Juliemma McLoughlin, Executive Director Environment	<b>For Decision</b>
<b>Report author:</b> Jake Tibbetts – City Gardens Manager	

## Summary

This report proposes that charges for corporate events that are held in City Gardens sites are increased by 9.3% for the start of the 2022/223 financial year. This is in line with the Retail Price index at the end of November 2022. The charge for non-profit and charity events is recommended to be frozen. The new fees and charges are to be implemented 1 April 2023.

## Recommendation

Members are asked to:

Approve the proposed 2023/24 fees and charges as set out in Appendix 1 of this report.

## Main Report

## Background

1. The City Gardens Team processes requests from members of the public, charitable groups and corporate organisations to hold events within its gardens.
2. Members approved the updated City Gardens Events Policy in July 2018. The policy does not need reviewing, however the Fees and Charges that are laid out in appendix 1 of that report are intended to be reviewed on an annual basis.

## Current Position

3. The hire of City Gardens sites generates income that is used to contribute towards the maintenance cost of our sites and staff resources. In 21/22 generated City Gardens generated £15,982.50 from 36 events. At the time of writing £11,384.50 has been generated by 28 events so far this financial year 2022/2023.
4. In 2021/2022 the most popular type of event with 22 bookings continued to be photography; of which 18 were wedding shoots. These contributed £4,625.
5. In 2021/2022 there were no income from non-profit or charity events.
6. Facilitating events has an impact not only on the gardens but also staff resources within the City Gardens team. Whilst the total amount of income delivered is relatively low, this is a service that is important to our communities and needs to be financially sustainable and contribute towards the maintenance and upkeep of our gardens.
7. The City Gardens team carried out a benchmarking exercise in 2021 in preparation for; and detailed in the Fees and Charges report for 2022/23.

## Options

- A. Apply no increase and retain current fees and charges. This option is not favoured as anything less than a rise in line with inflation would reduce our ability to cover costs and meet income targets.
- B. Increase all fees and charges in line with the Retail Price Index. Apart from non-profit and charity events which are frozen. Prices to be rounded up to the nearest £5. This option keeps fees and charges abreast of inflation whilst also considering the impact on charities. This is the favoured option.
- C. Increase fee and charges by a greater amount than the Retail Price Index to offset savings. This is not favoured as it is considered that a larger increase could result in a reduced number of sales. Considering the high price of inflation and the need for the generation of income from events this option is considered risky and may reduce event numbers and overall income.

## Proposals

8. The proposed option is B. Increase fees and charges in line with the Retail Price Index apart from the fees for charity and non-profit events which are to be frozen.
9. **Strategic implications** – The provision of a well-designed events programme supports a number of key City of London Corporate Plan outcomes as follows:
  - 4. Communities are cohesive and have the facilities they need.
  - 12. Our spaces are secure, resilient and well-maintained.

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

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

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

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

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

**13. Risk implications** – None

**14. Equalities implications** – None

**15. Climate implications** - None

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

## **Conclusion**

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

## **Appendices**

- Appendix 1 - Proposed Fees and Charges for 2023/24

## **Background Papers**

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

### **Jake Tibbetts**

City Gardens Manager

T: 020 7374 4152

E: [jake.tibbetts@cityoflondon.gov.uk](mailto:jake.tibbetts@cityoflondon.gov.uk)



Fee type	2022/2023	2023/2024 Fees
<b>Wedding/Other photography</b>		
Wedding/Other photography for 2 hours	£195	£215
<b>Private Hire, Weddings &amp; Civil Partnerships</b>		
Basic Hire Fee		
1st hour (between hours of 8am – 6pm)	£355	£390
Subsequent hours	£170	£190
½ day (8am – 1pm) (1pm – 6pm) £945	£1000	£1095
Full day (8am – 6pm) £1,709	£1800	£1970
Each additional full day (if the same event) – please state number of additional days Per Day	£905	£990
Required set up / de-rig time outside of the event hire time – per hour.	£170	£190
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	
<b>Commercial/corporate events</b>		
Application Fee	£195	£215
Basic Hire Fee		
Per hour (between hours of 8am – 6pm)	£170	£190
½ day (8am – 12noon) (1pm – 6pm)	£810	£890
Full day (8am – 6pm)	£1625	£1780
Ticketed events 15% of receipts additional to basic hire fee		
Additional event day	£905	£990
Set up/clear away per day per hour	£170	£190
Booking Deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	
<b>Non-profit/charity events</b>		
Basic Hire Fee		
1st hour (between hours of 8am – 6pm)	£195	£215
Subsequent hours	£130	£145
½ day (8am – 1pm) (1pm – 6pm) £580	£615	£675
Full day (8am – 6pm) £1,213	£1280	£1400
Each additional full day (if the same event) – please state number of additional days Per Day	£640	£700
Required set up / de-rig time outside of the event hire time – per hour.	£130	£145
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	
<b>Corporate Volunteer Days</b>		
Application Fee	£190	£210
Corporate volunteer days per head per day	£65	£75

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank