



West Ham Park Committee

- Date:** MONDAY, 13 FEBRUARY 2023
- Time:** 11.30 am (or upon the rising of the Open Spaces & City Gardens Committee meeting, whichever is later)
- Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL
- Members:**
- | | |
|------------------------------------|---------------------------|
| Caroline Haines (Chair) | Oliver Sells KC |
| Andrew McMurtrie (Deputy Chairman) | Catherine Bickmore |
| James Bromiley-Davis | Rafe Courage |
| Deputy Graeme Doshi-Smith | Richard Gurney |
| Alderman Ian David Luder | Councillor Joy Laguda MBE |
| Wendy Mead | Justin Meath-Baker |
| Benjamin Murphy | Reverend Simon Nicholls |
| | Councillor John Whitworth |
- Enquiries:** Chloe Ainsworth
Chloe.Ainsworth@cityoflondon.gov.uk

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

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Michael Cogher
Acting Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. **MINUTES**

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

For Decision
(Pages 7 - 12)

4. **WELCOME TO NEW MEMBER**

The Chair to be heard.

For Information

5. **ASSISTANT DIRECTOR'S REPORT**

Report of the Executive Director Environment.

For Information
(Pages 13 - 16)

6. **RISK MANAGEMENT UPDATE**

Report of the Executive Director Environment.

For Decision
(Pages 17 - 38)

7. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023-24**

Report of the Executive Director Environment.

For Information
(Pages 39 - 50)

8. **WEST HAM PARK FEES AND CHARGES (2023-24)**

Report of the Executive Director Environment.

For Decision
(Pages 51 - 56)

9. **FINANCE PROGRESS REPORT**

Report of the Chamberlain.

For Information
(Pages 57 - 70)

10. **DIRECTOR'S REPORT**

Report of the Executive Director Environment.

For Decision
(Pages 71 - 76)

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

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

13. **EXCLUSION OF THE PUBLIC**

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

For Decision

Non-public Agenda

14. **NON-PUBLIC MINUTES**

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

For Decision
(Pages 77 - 78)

15. **NURSERY SITE UPDATE**

Executive Director Environment to be heard.

For Information

16. **TARGET OPERATING MODEL UPDATE**

Executive Director Environment to be heard.

For Information

17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

Part 3 - Confidential Agenda

19. **CONFIDENTIAL MINUTES**

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

For Decision

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WEST HAM PARK COMMITTEE Monday, 5 December 2022

Minutes of the meeting of the West Ham Park Committee held at Committee Room -
2nd Floor West Wing, Guildhall on Monday, 5 December 2022 at 11.30 am

Present

Members:

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

Officers:

Sally Agass	- Environment Department
Chloe Ainsworth	- Town Clerk's Department
Neil Chambers	- Chamberlain's Department
Joanne Hill	- Environment Department
Stefania Horne	- Environment Department
Beatrix Jako	- Chamberlain's Department
Juliemma McLoughlin	- Environment Department
Ricky O'Garro	- Environment Department
Simon Owen	- Chamberlain's Department
Edward Wood	- Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies for absence were received from Rafe Courage, Deputy Graeme Doshi-Smith and Justin Meath Baker.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations.

3. PUBLIC MINUTES

RESOLVED – The public minutes and non-public summary of the meeting held on 6 October 2022 were approved as a correct record.

4. **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 West Ham Park Committee for 2023/24 for approval,

A Member noted that there continued to be a staff vacancy. Members were informed that the vacancy had been advertised, however, it had been difficult to fill positions in the current employment market.

RESOLVED, that Members -

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

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

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

In response to a question, Members were informed that the revenue from the property of West Ham Park's nursery site West Ham Park would be held centrally and was therefore not included in this report.

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. **ASSISTANT DIRECTOR'S UPDATE**

The Committee received a report of the Executive Director Environment updating Members on management operational activities at West Ham Park since October. This Committee also received a presentation providing further information on these activities.

Members discussed corporate volunteering days and how connections with businesses in the City could be better utilised.

The Committee requested clarification as to whether the Park uses biodegradable refuse bags.

A Member queried if it would be possible for the Newham Rotary Club to be assigned an area within West Ham Park to plant crocuses, as they have done previously. Officers informed Members that they would explore options for this.

A Member requested that future reports detail how the activities undertaken assist in the delivery of the Committee's plans.

In response to a question, Members were informed that the East London Business Alliance (ELBA) coordinates the volunteers for West Ham Park and that the work the volunteers complete was of value to the Park.

RESOLVED – That the report be noted.

8. **DIRECTOR'S REPORT**

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

In response to a query from a Member, the Committee was informed that the charity is currently listed as operating in Surrey and that this will be amended for all of the natural environment charities to state that they operate across England and Wales.

Members were informed that changes and updates to the byelaws will be reported to the Committee at a future date.

RESOLVED – That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

11. **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
10, 12	3

12. **NON-PUBLIC MINUTES**

RESOLVED - The non-public minutes of the meeting held on 6 October 2022 were approved as a correct record.

13. **UPDATE ON THE NURSERY SITE**

Members received a verbal update of the Executive Director Environment on the nursery site.

RESOLVED – That the update be noted.

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

There were no questions.

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

There was no urgent business.

16. **CONFIDENTIAL MINUTES**

RESOLVED – The confidential minutes of the meeting held on 6 October 2022 were approved as a correct record.

17. **TARGET OPERATING MODEL PROPOSALS OF THE ENVIRONMENTAL DEPARTMENT - PHASE 2**

The Committee considered a report of the Executive Director Environment updating Members on the draft Natural Environment Strategies and the Natural Environment Division's proposals.

RESOLVED – That the report be noted.

The meeting ended at 1.10 pm

Chairman

Contact Officer: Chloe Ainsworth
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Committee	Dated:
West Ham Park Committee	13 February 2022
Subject: Assistant Directors Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 9, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment Department	For Information
Report author: Ricky O’Garro, West Ham Park Acting Supervisor	

Summary

This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since December. The funding for the work stated is met through the West Ham Park local risk budget (City’s Cash).

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Nature recovery and Biodiversity

1. Two bird walks were led by the Friends of West Ham Park on the 21st and 22nd January. This annual event aims to teach local people how to spot and identify birds ahead of the RSPB’s “Big Garden Bird Watch” at the end of January. 50 people and families attended over the weekend despite the freezing temperatures. Both days brought new families that have not visited the park before.

2. Officers are exploring a possibility to include West Ham Park as part of the Queen’s Green Canopy (QGC) initiative with the planting of a dedicated tree. The QGC tree planting initiative was created to mark Her Majesty’s Platinum Jubilee in 2022. With the sad passing of Her Majesty Queen Elizabeth the scheme is now being considered as memorial planting and extended to March 2023.

Friends of West Ham Park (FoWHP)

3. The Friends have continued to be active running a series of walks, talks and events in the park. They held a food bank collection on Saturday 3rd December on the bandstand. Despite the bad weather they received much needed donations from park users and locals and were able to hand a car load of goods to the Stratford Food Bank.

Sport and engagement

4. Football has continued throughout December and January by both home teams.
5. An improvement of the tennis courts is being considered to tackle a localised algae problem using a deep clean whirl-away method which uses a system of jets to remove moss, algae and silt from the pores in the surfacing.
6. With the cricket season starting in the spring the groundsmen are starting to prepare the pitches for the coming games. The scorching summer sun caused some damage to the pitch and the autumn renovations have worked very well in bringing the area up to standard
7. The Assistant Director has undertaken a review of corporate volunteering within other open spaces and assessed different models working across the division. At Hampstead Heath, the corporate volunteering is managed through a separate charity called Heath Hands, consistent with the model at West Ham Park who uses a third party provider. The provider engages with companies and administers the engagement process. The link to the livery companies has been explored and discussions are in place with the third party provider on how to maximise opportunities.

Events

8. Park in the Dark on the 2nd December was a great success with nearly 200 attendees, the highest the park as ever seen. The participants enjoyed making lanterns using battery operated tea lights and glow sticks and then a walk to the bandstand illuminated by their creations. Upon arrival to the bandstand the procession was greeted Park Primary School Choir singing carols, and everyone enjoyed hot chocolate and mince pies.
9. Officers will be working with the Friends of West Ham who are planning to hold an event over the weekend of 6th and 7th May to celebrate the upcoming coronation of Kings Charles III, The Event will consist of family picnics with craft stalls games and planting in the vegetable garden.

Learning programme

10. The learning programme continues to be busy even over the winter months. Below are the sessions that were carried out and planned for the winter period:
 - December – 9 sessions to 260 children, plus a fire session for the AAA group (Ambition Aspire Achieve) during the Christmas holidays.
 - January – 14 sessions taught to 420 children, plus continuing Nature learning sessions with special needs groups that come regularly.

- February – There are currently 19 sessions booked for February (usually about 30 children per session). Half term runs from 13th -17th Feb but we have the AAA group coming to the park again for a session during that week.
- There are also 5 local schools / nurseries that use the teaching gardens on a regular basis every week.

Playground

11. From the 10th January, the playground contractor, Warwick Landscapes has been working in the playground to remedy the problem of the Breedon Gravel not binding correctly. The contractor worked for over a week removing the old gravel and replacing with a more suitable batch. The playground was closed during the works and was due to open on Saturday 21st January but due to the icy conditions the playground opened the following Tuesday

Corporate and Strategic Implications

Strategic Implications

12. The works and activities outlined in this report contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23. Contribute to a flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).

Financial Implications

13. N/A.

Legal Implications

14. N/A.

Risk Implications

15. Risks are recorded and monitored via the Departmental Risk Register.

Equality Implications

16. N/A

Climate Implications

17. The City of London Corporation has a Climate Action Strategy which seeks to achieve Net 0 by 2040. There will be a range of measures implemented to realise this including increasing carbon sequestration and storage across the Open Spaces alongside biodiversity enhancement and resilience measures.

Conclusion

18. The park is proving to be a great asset for community participation with successful engagements of businesses and schools. The Friends of West Ham Park continue to be a key partner to keep the park well managed and to involve the local communities. Staff is remaining engaged in the implementation of the wider Natural Environment strategic framework which includes nature recovery and community engagement.

Ricky O'Garro

Acting Supervisor, Environment Department

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Agenda Item 6

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

Summary

This report is presented to provide the West Ham Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division, which includes West Ham Park, are satisfactory and 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.

Your Committee is responsible for the West Ham Park Charity (registered charity number: 206948). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the 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. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

The risks faced by the West Ham Park charity are summarised in this report and the detailed risk register is provided in the appendices.

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.

Recommendation

The risks faced by the West Ham Park Charity have been reviewed. Members are asked to consider, and if agreed to confirm, on behalf of the City Corporation as Trustee, whether the register appended to this report satisfactorily sets out the key risks to the charity and that appropriate systems are in place to identify and mitigate 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 faced by the West Ham Park Charity 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 1.
5. The detailed risk register for West Ham Park is summarised in the main body of this report and provided in full at Appendix 2. For each risk, officers are undertaking a range of actions to mitigate the effects.
6. The Natural Environment Director maintains oversight of all risks and holds a Cross-Divisional Risk Register containing risks which are common to most or all Natural Environment sites: individual charities hold their own local risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director. This register also contains risks related to specific projects which are managed by the Director at a strategic level. The Cross-Divisional risks are summarised in this report and the detailed register will be presented to the Open Spaces and City Gardens Committee for decision on 13 February 2023.

Current Position

West Ham Park Risks

7. The West Ham Park Risk Register, summarised below and provided in full at Appendix 2, contains nine risks (one RED, seven AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.
 - **ENV-NE-WH 011:** Maintenance of buildings, memorials, play areas and equipment (RED, 16)
 - **ENV-NE-WH 006:** Climate and weather (AMBER, 12)
 - **ENV-NE-WH 013:** Delivery of Capital Projects (AMBER, 12)
 - **ENV-NE-WH 003:** Health and Safety incidents (AMBER, 8)
 - **ENV-NE-WH 004:** Finance - Budget reduction implications (AMBER, 8)
 - **ENV-NE-WH 009:** Public behaviour (AMBER, 8)
 - **ENV-NE-WH 012:** Recruitment and retention of staff (AMBER, 8)
 - **ENV-NE-WH 005:** Tree diseases and other pests (AMBER, 6)
 - **ENV-NE-WH 010:** Local planning issues (GREEN, 4)
8. 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-NE-WH 006: Climate and weather.** The risk score has **increased** to AMBER 12 (possible / major). The impact of this risk has increased from 'serious' to 'major' due to the greater potential frequency of extreme weather events.
 - b. **ENV-NE-WH 009: Public behaviour.** The risk score has **increased** to AMBER 8 (likely / serious). The likelihood of the risk has increased due to ongoing issues with public behaviour at the park.
 - c. **ENV-NE-WH 012: Recruitment and retention of staff.** The risk score has **increased** to AMBER 12 (possible / major). Both the likelihood and impact have risen due to ongoing vacancies and difficulties in recruitment.
 - d. **ENV-NE-WH 005: Tree diseases and other pests.** The risk score has **decreased** to AMBER 6 (possible / serious). The likelihood of this risk occurring has decreased from 'likely' to 'possible' as a result of effective preventative actions being undertaken.
 - e. **ENV-NE-WH 010: Local planning issues.** The risk score has **decreased** to GREEN 4 (unlikely / serious). The likelihood and impact of this risk have decreased as a result of effective preventative and mitigating actions.
9. Also since the last report to your committee, **ENV-NE-WH 008: Ultra-low Emissions Zone**, has been removed from the risk register as all replacement

vehicles have been procured and the park is compliant with the ULEZ requirements.

Natural Environment Cross-Divisional Risks

10. The Cross-Divisional Risk Register of the Natural Environment Division contains top-level risks, such as those on specific 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.
11. These Cross-Divisional risks are owned by the Natural Environment Director and are reviewed regularly by the Director and her Senior Leadership Team.
12. On 13 February 2023, the Open Spaces and City Gardens Committee will receive a report on the nine Cross-Divisional risks summarised below.
 - **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)
13. 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.
14. 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.

Risk Management Process

15. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
16. 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).

17. 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

18. 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.

Corporate and Strategic Implications

19. 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.
20. 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 Division's emerging strategies.
21. 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

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

Appendices

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2 – West Ham Park Risk Register

Contact

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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West Ham Park Risk Register

Report Author: Joanne Hill

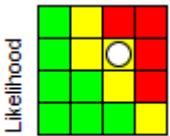
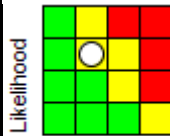
Generated on: 27 January 2023

Rows are sorted by Risk Score

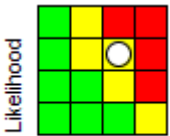
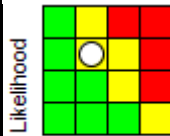
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 24-Feb-2022 Maintenance of buildings, memorials, play areas and equipment	<p>Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues.</p> <p>Event: Operational or public buildings, playground equipment and other assets become unusable.</p> <p>Effect: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delays will have operational impact. Overrun of additional work programme. Lack of budget to replace assets.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>Current risk score remains at 16 (likely/major).</p> <p>The current model of managing works is burdensome and ineffective. We are reliant upon City Surveyor's Department to allocate funds for works to be carried out.</p> <p>We are currently unable to reduce this risk due to decreased CWP budget; only H&S-related projects will be completed in 2022/23. As we are not anticipating any budget increase in this area, we have to accept the risk until such time as the situation changes.</p> <p>The corporate Facilities Management contract is due to be renewed/replaced in March 2023: we will monitor the situation during and after that time and reassess the risk accordingly.</p>	<p>Likelihood</p> <p>Impact</p>	16	Accept	

Declan Gallagher; Stefania Horne							
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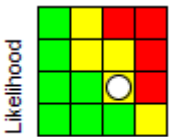

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 011a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by City Surveyor's Department (CSD) or delegated to site.	On site reactive work on operational buildings are monitored and issues fed back at Client Liaison meetings with City Surveyor's Department. Future Client Liaison meetings are yet to be scheduled for West Ham Park.	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2024
ENV-NE-WH 011b Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Inspections of The Lodge still need to take place but all defects reported by tenants are repaired and there are currently no outstanding issues.	Declan Gallagher ; Stefania Horne	13-Jan-2023	31-Mar-2024
ENV-NE-WH 011c Annual Works Programme	20 year programme of investment and maintenance of all built assets. Review annually.	The Annual Works Programme is reviewed at quarterly Client Liaison Meetings with CSD.	Declan Gallagher ; Stefania Horne	13-Aug-2022	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-WH 006 Climate and Weather 25-Nov-2015 Stefania Horne	<p>Cause: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently.</p> <p>Event: More frequent and severe storm damage, flooding, and fires.</p> <p>Effect: Injury or death to staff, visitors, contractors and volunteers; damage to flora and fauna; damage to property; service capability disrupted; temporary site/area closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management; potential insurance claims.</p>	 <p>Likelihood</p>	12	<p>The current risk score has risen to Amber 12 (possible / major) due to the increased frequency of extreme weather events.</p> <p>An Extreme Weather Protocol is in place and has been used several times due to recent storms. This improves our ability to reduce the risk by closing sites before extreme weather events occur.</p> <p>Increased watering has been carried out during drought conditions.</p> <p>12 Jan 2023</p>	 <p>Likelihood</p>	6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 006a Plant species	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.	Captured in strategic documents, e.g. the City of London Tree Strategy SPD.	Jonathan Meares	12-Jan-2023	31-Mar-2024
ENV-NE-WH 006c Monitoring of warning systems	Monitor 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.	Our Extreme Weather Protocol is in place including procedures to close the park when there are severe alerts of amber and red with gusts of wind of 40mph or more. An action log of these decisions is held to monitor patterns. New signage to alert visitors of fire risk has been developed. This is an ongoing action.	Declan Gallagher ; Jonathan Meares	12-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-WH 013 Delivery of Capital Projects 25-Jun-2022 Stefania Horne	<p>Cause: Lack of Capital Expenditure to support the delivery of essential projects and programmes.</p> <p>Event: Inability to deliver Capital projects and programmes due to insufficient funding and lack of budget via Local Risk.</p> <p>Effect: Reputational damage due to the inability of the Division to provide Capital Expenditure for the delivery of projects and programmes.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>The City Corporation is facing significant financial pressures. It is now essential to review capital projects and reassess priorities - this is being carried out.</p> <p>12 Jan 2023</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Dec-2023	Reduce

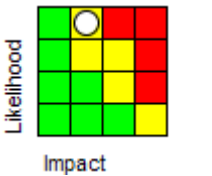
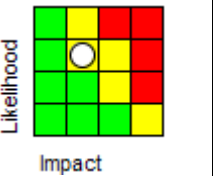
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 013a Liaison with other departments	Liaise with internal departments to secure funding for capital projects.	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.	Stefania Horne	12-Jan-2023	31-Dec-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 003 Health and Safety Incidents 25-Nov-2015 Declan Gallagher; Stefania Horne	Cause: Poor understanding and/or delivery of Health and Safety policies and procedures; failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices. Effect: Injury to staff, volunteers, contractors or members of the public; prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City's reputation.	 Likelihood Impact	8	Risk Assessments and Safe Systems of Work (SSoW) are reviewed annually. The current risk score remains unchanged, but we aim to reduce it over coming months by increasing proactive Health and Safety management, including audits, inspections, communications and staffing. 12 Jan 2023	 Likelihood Impact	4	30-Jun-2023	
							Reduce	



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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 003a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers continue to report accidents and near misses. Accidents are subject to investigation and reviewed by the site supervisor and the Health & Safety Improvement Group.	Declan Gallagher ; Stefania Horne	12-Jan-2023	31-Mar-2024
ENV-NE-WH 003b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyor's Department (CSD) and external contractors. Continued monitoring is required and all contractors must sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	Contractor protocol has been implemented with existing contractors and is rolled out to new contractors as required. Regular progress meetings with CSD and contractors take place for larger projects. Site reviews any new corporate guidance to see if there is a need to update local guidance.	Declan Gallagher ; Stefania Horne	12-Jan-2023	31-Mar-2024
ENV-NE-WH 003d Training programme	Staff roles are linked to essential and desirable training needs. Continual and annual review.	Training programme for staff is ongoing and regularly reviewed.	Declan Gallagher ; Stefania Horne	12-Jan-2023	31-Mar-2024
ENV-NE-WH 003e Hierarchy	Clear roles and responsibilities are set out in documentation and reinforced by training.	All local Risk Assessments and SSoW concerning the public use of facilities, including sports and buildings are subject to annual review.	Declan Gallagher	12-Jan-2023	31-Mar-2024


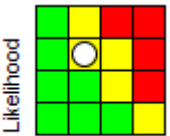
responsibilities and communications	Structure of H&S meeting arrangements enable the cascade of decisions, issues, responsibilities and communications to all staff.		; Stefania Horne		
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 004 Budget reduction and income loss 25-Nov-2015 Stefania Horne	Cause: 12% budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. Additional income losses across the Department if more lockdown regulations applied. Event: Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance. Effect: Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).		8	This risk has been assessed in response to increased budgetary risks across the department. An increase in income in some areas due to many people staying local during the summer and posts being held vacant should mean that the unidentified 12% savings associated with the Target Operating Model can be met. This risk has been assessed as Amber (8) to reflect the current likelihood and impact of the risk occurring. The target has been set to Amber (6) for June 2023, although this is contingent on the identification of TOM-related savings. 12 Jan 2023		6	30-Jun-2023	
							Reduce	

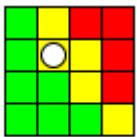
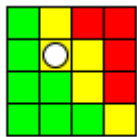
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 004a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	A number of posts are being held vacant and most appointments are on fixed term contracts. Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department. Savings associated with the Target Operating Model (TOM) will be met. New Executive Director is in post and Environment Department project Board established to progress TOM Phase 2. The new TOM structure is due to be implemented from April 2023.	Stefania Horne	12-Jan-2023	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 009 Public Behaviour 25-Nov-2015 Declan Gallagher	<p>Cause: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol.</p> <p>Event: Litter, dog fouling, dog attacks, public incursions, anti-social behaviour.</p> <p>Effect: Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour.</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Poor public behaviour is an ongoing issue at the Park and, as a result, the current risk score has been increased from Amber 6 (possible/serious) to Amber 8 (likely/serious).</p> <p>We are working with the London Borough of Newham's Community Safety Team to implement PSPOs.</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 009b	Develop stronger links and become a trusted partner with London Borough of Newham. Develop relationships with officers in other local authorities.	We continue to work with Met Police, schools liaison and SNT's. West Ham Park is very busy and this may increase with good weather and following the opening of the new playground.		Ricky O'Garro	12-Jan-2023	31-Mar-2024
ENV-NE-WH 009c	Implement PSPOs. Potential for further submissions where and when required	We are working with London Borough of Newham's Community Safety Team to implement the issuing of PSPOs at West Ham Park where required.		Ricky O'Garro	12-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-WH 012 Recruitment and Retention of Staff 25-Jun-2022 Stefania Horne	Cause: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of West Ham Park. Event: Inability to maintain the Park to an acceptable standard. Effect: Increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the Park. Increased number of complaints regarding the quality of the Park. Reputational damage.	 Likelihood Impact	8	The current risk score has been increased to Amber 12 (possible/major) due to ongoing vacancies and difficulties in recruitment. We aim to reduce the risk to the target level once the new TOM structure has been implemented and vacancies are recruited to. In the meantime, vacancies where recruitment is essential are being supported with a business case for Fixed Term Contracts. Apprentices are being recruited across the sub-division. 12 Jan 2023	 Likelihood Impact	6	31-Dec-2023	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 012a Target Operating Model	Delivery of the Target Operating Model (TOM).	Staff consultation on TOM Phase 2 proposals is taking place in early 2023. Until the new TOM is confirmed, the Interim Director approves three-month Fixed Term Contracts and, where necessary, longer FTCs are considered if supported with a business case.	Stefania Horne	12-Jan-2023	31-Dec-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
<p>ENV-NE-WH 005 Tree Diseases and other pests</p>	<p>Cause: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc. Event: Sites become infected by plant or tree diseases. Effect: Threat to human health, either directly or indirectly. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; loss of species; site closures (temp) and associated access; increased costs for reactive maintenance.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>6</p>	<p>The risk score has been reduced from Amber 12 (possible/major) to Amber 6 (possible/serious).</p> <p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we will maintained the risk at a score of 6 through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylela fastidiosa</i>.</p> <p>Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).</p>	<p>Likelihood</p>  <p>Impact</p>	<p>6</p>		

25-Nov-2015				12 Jan 2023			Accept	
Jonathan Meares								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 005a Staff training	Ensure staff training is kept updated to enable timely identification of pest 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.	Jonathan Meares	12-Jan-2023	31-Mar-2024
ENV-NE-WH 005b Inspections	Annual tree inspections undertaken by qualified personnel through framework contract.	Tree inspections for Spring and Summer 2022 were completed and resultant works are being carried out. Annual programme is in place for cyclical inspections and is being met.	Jonathan Meares	12-Jan-2023	31-Mar-2024
ENV-NE-WH 005d Information and Communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies and neighbouring local authorities continue to be maintained.	Jonathan Meares	12-Jan-2023	31-Mar-2024

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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-WH 010 Local Planning Issues Nov-2015 Stefania Horne	Cause: Pressure on planning authorities to meet housing targets and needs. Event: Population increases in the London Borough of Newham cause increased pressure on green space and facilities. Effect: Additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.		4	The current and target risk scores have been reduced from Amber 12 (possible/major) to Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition of potentially damaging developments, have been effective in reducing the risk. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division.		4		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 010a Local authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Communication with London Borough of Newham is undertaken as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	Jonathan Meares	12-Jan-2023	31-Mar-2024
ENV-NE-WH 010b Local Authority Relationships	Maintain a close partnership with local planning authorities.	Ongoing. Officers respond to planning issues as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	12-Jan-2023	31-Mar-2024

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Committee:		Date:
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
Subject:	Draft High-Level Business Plan 2023/24 – Environment Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?		1, 2, 4, 5, 6, 11, 12
Does this proposal require extra revenue and/or capital spending?		N
Report of:	Juliemma McLoughlin, Executive Director Environment	For information
Report author:	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

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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.

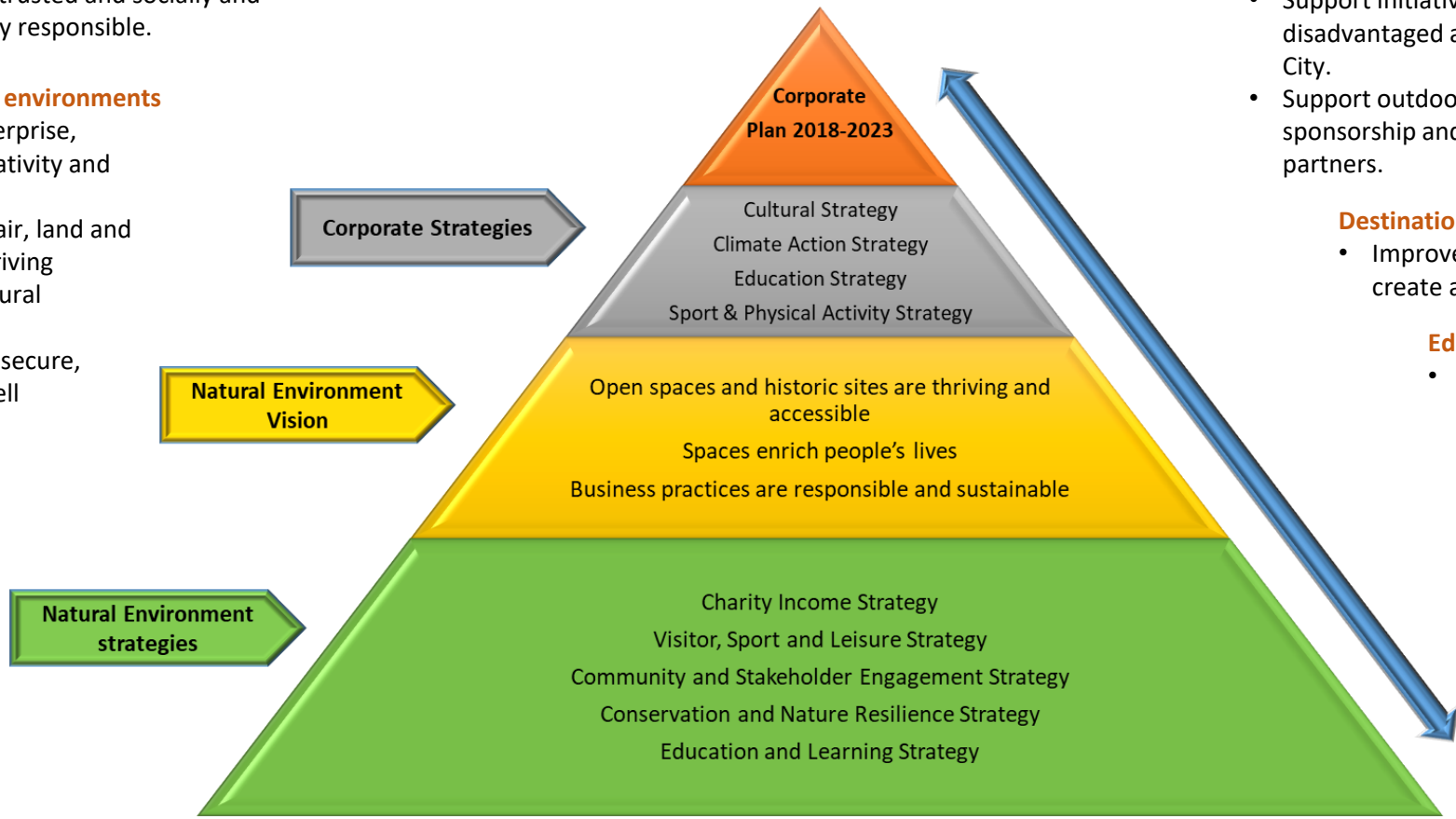
Shape outstanding environments

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

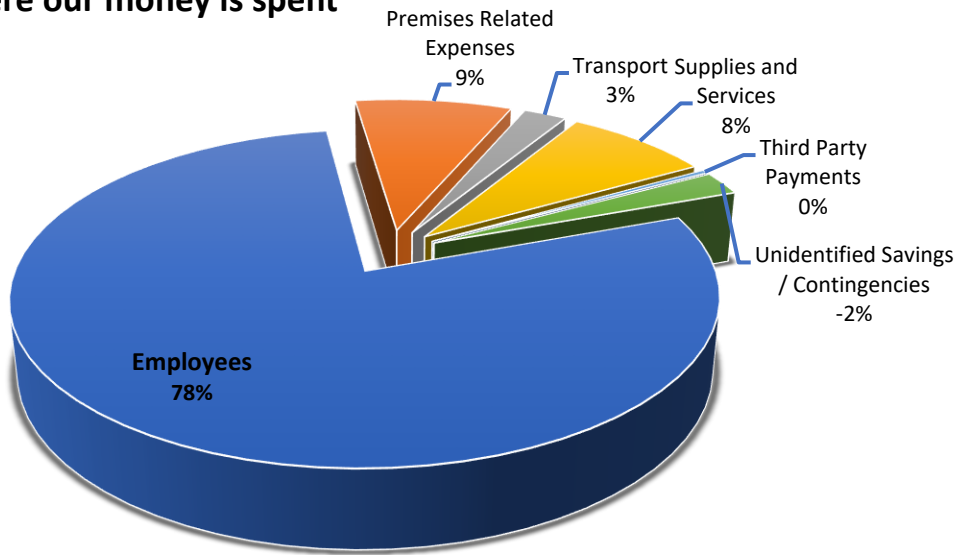
The Environment Department’s 850 staff are based across 25 sites throughout London and the south-east. We hold approximately 400 physical assets, almost 300 of which are at our Natural Environment sites.

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.

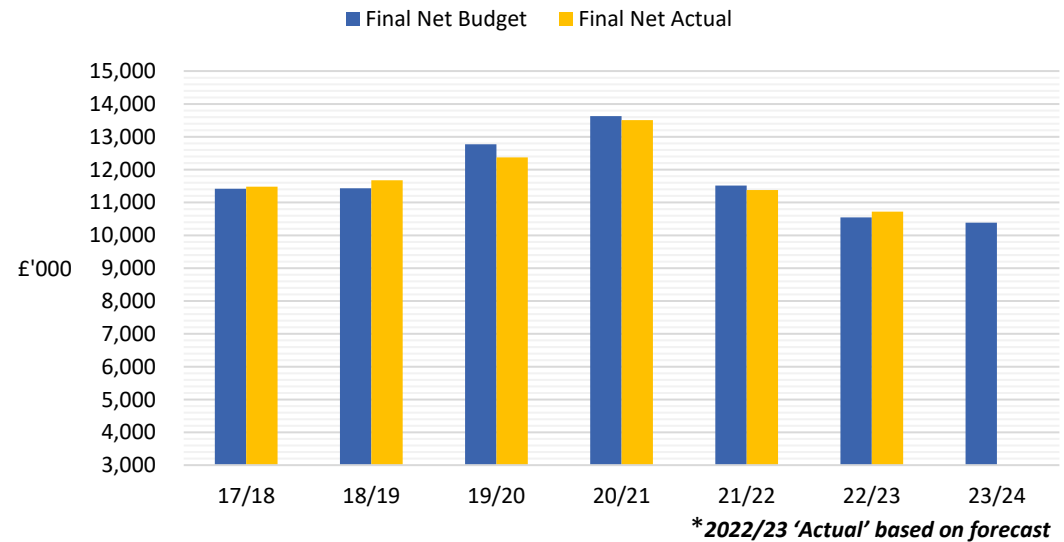
Following this, we will work with the City Surveyor’s Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Our financial information

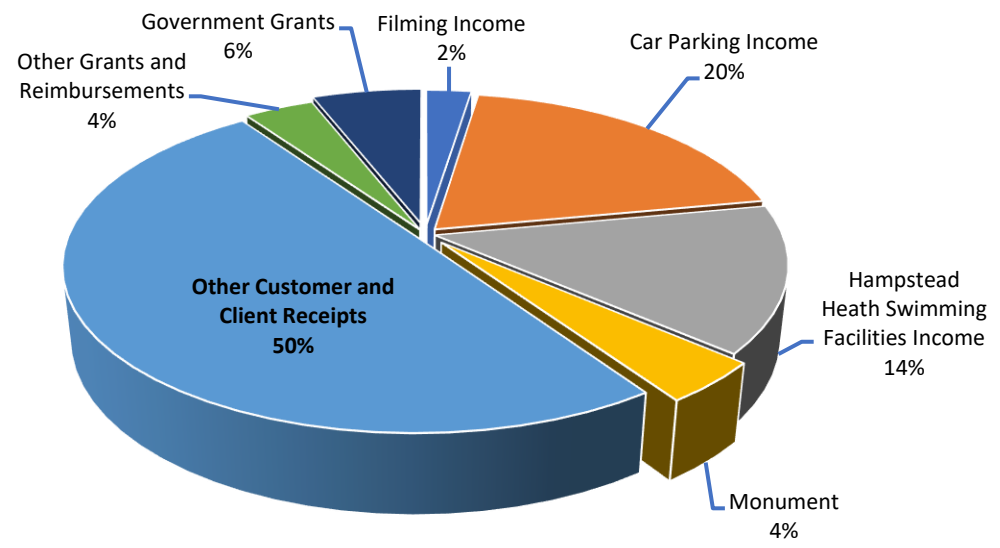
Where our money is spent



Budget vs Actual

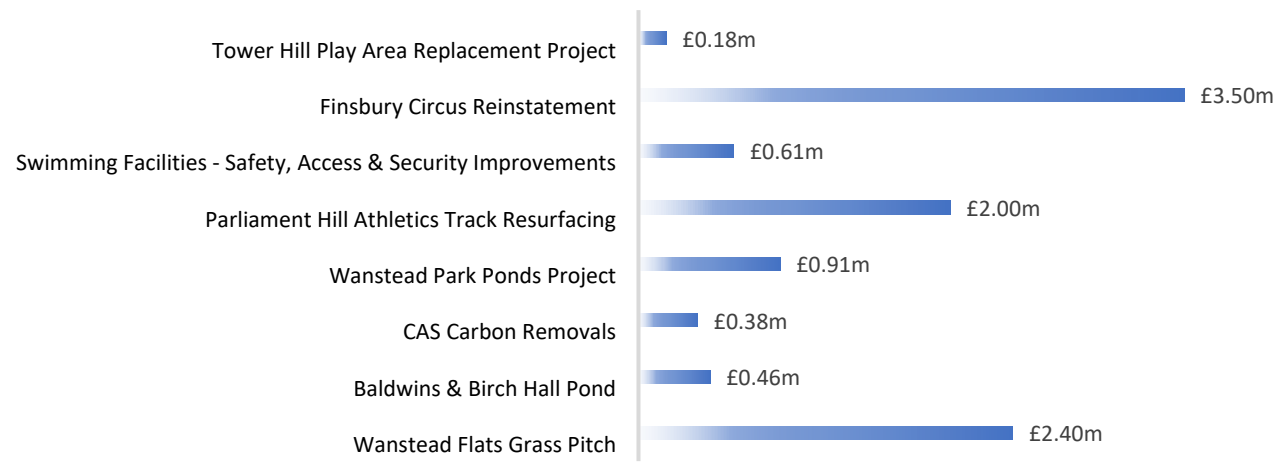


Where our money comes from



Capital Projects - 2023/24 forecast

Total estimated spend is £10.44m



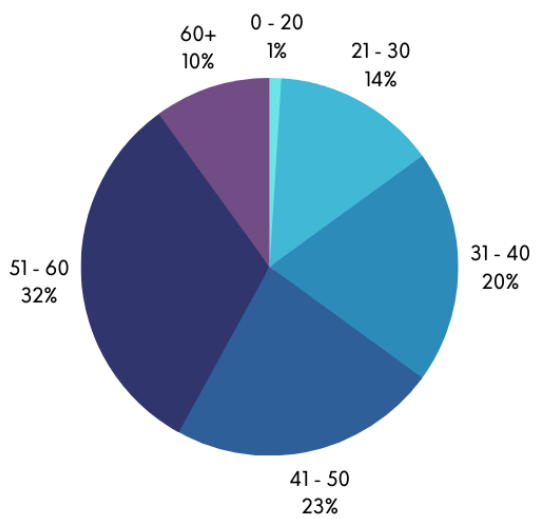
As a new department Equality, Diversity and Inclusion will be a key piece of work, and will include:

- ➔ 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

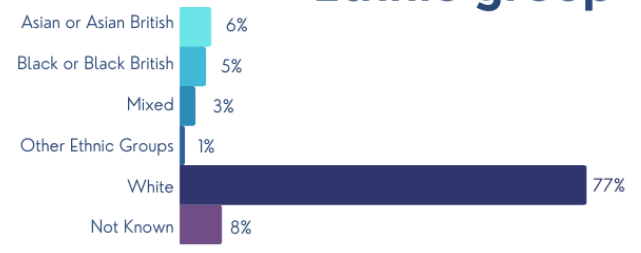
Gender



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.

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Committee	Dated:
West Ham Park Committee	13 February 2023
Subject:	Public
West Ham Park Fees and Charges 2023-24	
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	For Decision
Juliemma McLoughlin, Executive Director Environment	
Report author: Stefania Horne, Assistant Director - Environment Department	

Summary

This report sets out the proposed fees and charges for a range of sports and services provided at West Ham Park for 2023-24.

The increase is in line with benchmarking and based on cost recovery, considering that the main costs are salary costs and also to continue to facilitate participation, taking account the raising costs of living.

It is proposed that the charges are increased by 5% as set out in appendix 1.

Recommendations

It is recommended that:

- Members agree the proposed fees and charges for 2023-24, as set out in paragraphs 4-6 and appendix 1 of this report.

Main Report

Background

1. West Ham Park is situated in the London Borough of Newham which has one of the highest obesity and inactivity levels in London. Newham Council heavily subsidises sports provision across the borough to encourage local people to become more active and help reduce these issues.

2. Charges for a wide range of services, recreation and sporting activities provided across the City of London Corporation's Open Spaces are reviewed annually, to ensure that prices and ticket options are relevant and appropriate.
3. Sports fees and charges are not based on full cost recovery and are subsidised by the Charity to promote participation in formal and informal recreation to support health and well-being. The income generated from fees and charges contribute towards the cost of providing sports and recreational facilities at West Ham Park.

Proposed Charges 2023-24

4. It is proposed that the charges are increased by 5%, as set out in appendix 1.
5. The level of inflation is substantially higher (9.2% in December 2022, Office of National Statistics) and the proposal to increase the fees and charges by 5% is aligned with some London boroughs that are increasing around this level to encourage participation and accessibility noting the increased cost of living.
6. The proposed fees and charges include concessionary rates, offering a 40% discount on the standard adult charge.

Corporate & Strategic Implications

Strategic Implications

7. The proposed fees and charges support the three objectives and outcomes set out in the Open Spaces Business Plan 2022-23 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.

Financial Implications

8. The City's Financial Regulations require all Departments to recover full costs when setting charges to persons or external organisations or submit reasons to the appropriate service Committee when that objective is not met. It is therefore at the discretion of individual spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking into account local considerations and priorities.

Legal Implications

9. The objects of the West Ham Park Charity are to "for ever maintain and preserve the park in a proper and ornamental condition as open public grounds and gardens for the resort and recreation of adults and as a playground for children and youth". 22. Under section 76 of the Public Health Acts Amendment Act 1907 (as amended by section 56 of the Public Health Act 1925 and applied to West Ham Park by section

4 of the City of London (Various Powers) Act 1933) the City of London Corporation may expressly also:

- a. Set apart any part of West Ham Park for the purpose of any game or recreation, charge reasonable sums for its use and exclude the public from the part set apart while it is in actual use for that purpose.
- b. Provide any apparatus for games and recreations, and charge for their use, or let the right of providing any such apparatus to any person.
- c. Provide and maintain pavilions or other buildings and conveniences and charge for admission

Risk Implications

10. Risks are recorded in the Natural Environment Risk Register, which forms part of the meeting agenda pack.

Equality Implications

11. A Test of Relevance has been completed in relation to the proposed fees and charges. A full Equality Analysis is not recommended.

Climate Implications

12. The City of London Corporation has a Climate Action Strategy which seeks to achieve Net 0 by 2040. There will be a range of measures implemented to realise this including increasing carbon sequestration and storage across the Open Spaces alongside biodiversity enhancement and resilience measures.

Conclusion

13. West Ham Park continues to provide excellent value for money sports and recreational opportunities. The income generated through fees and charges contributes towards the cost of providing sports and recreational facilities and maintaining West Ham Park.
14. It is proposed that the charges are increased by 5%, as set out in appendix 1.

Appendices

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

Contact

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APPENDIX 1 – WEST HAM PARK

The proposed charges will operate from 1 April 2023 and include VAT at 20%, except where stated.

Concession- rate available for under 16s, OAPs, students, unemployed, and disabled

- Annual Tennis pass individual introduced for cricket nets and tennis. Maximum booking of one lane/court for two hours per day (in line with LB Newham Terms and Conditions)

	Agreed Charges for 2022/2023		Proposed Charges for 2023/2024	
	Adults	Concession	Adults	Concession
Cricket				
7 games, plus free use of 1 practice net, 1 evening per week & free use of dressing rooms	£ 776.00	£ 466.00	£ 815.00	£ 489.00
Single match- day	£ 132.50	£ 78.50	£ 139.00	£ 82.00
Single match – 4 hours	£ 66.00	£ 39.00	£ 69.00	£ 41.00
Nets- Per hour		£ 16.00		£ 17.00
Nets- Annual Pass		£ 21.00		£ 22.00
Tennis Courts				
Per hour – Pay and Play/ Rally		£ 6.50		£ 7.00
Coaching – Various Levels		Set by TCT		Set by TCT
Tennis – Annual Pass (Household)		£42.00		£44.00
Tennis – Annual Pass (Individual)		£31.50		£33.00
Marking out charges				
Rounders – per pitch	£ 60.00	£23.50	£ 63.00	£ 25.00
Running track per day (400m)		£62.00		£ 65.00
Running track per day (100m)		£22.00		£ 24.00
School Sports day <100 attendees	On request	£90.00	On request	£ 95.00

School Sports day < 500 attendees		£124.50		£ 131.00
School Sports day >500 attendee – price on request		On request		On request
Football				
Saturdays: 15 games plus free use of dressing rooms	£ 577.00	£ 346.50	£ 606.00	£ 363.00
Sunday: 15 games plus free use of dressing rooms	£ 840.00	£ 503.50	£ 882.00	£ 529.00
Single match – Mon-Fri	£ 57.50	£ 39.00	£ 60.00	£ 36.00
Single match - Sat	£ 73.50	£ 39.50	£ 77.00	£ 41.00
Single match - Sun	£ 89.00	£ 44.00	£ 93.00	£ 46.00
5 Aside	On request			On request
Changing Rooms				
Changing room fee for single match		£55.00	£	58.00
		All charges are inclusive of VAT (except where HMRC rules apply for min 10 session block bookings)		

Committee(s): West Ham Park Committee	Dated: 13/02/2023
Subject: Operational Finance Progress Report (period 9 April - December) 2022/23 – West Ham Park	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: Chamberlain	For Information
Report author: Neil Chambers, Chamberlain’s Department Simon Owen, Chamberlain’s Department	

Summary

This report provides an update on the operational finance position as @ period 9 (April - December) 2022/23 for West Ham Parks local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds and endowment balances held and other relevant finance information which fall within the remit of your Committee.

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

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

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

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

Local Risk Revenue Forecast Outturn 2022/23

- As detailed in the Table 1 below, West Ham Park has an overall net local risk expenditure revenue budget of £636k. The current forecast outturn for 2022/23 as @ period 9 (December) is £605k, a forecast underspend of £31k currently.

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

West Ham Park Committee (City's Cash)	Latest Approved Budget 2022/23 £'000	Forecast for the Year 2022/23	
		Projected Outturn £'000	Variance from LAB £'000
Total West Ham Park	(636)	(605)	31

- This forecast underspend is part of a wider overall overspend projected for other services within the Natural Environment Division of £50k. Overall the Executive Director Environment is forecasting a total net overspend for the Environment Department of £19k for 2022/23 (previously £176k as @ period 6 September) when adjusting for other Service Committees within her remit.
- To enable further detailed consideration of West Ham Park, Appendix 1 sets out a more detailed financial analysis of West Ham Parks local risk and central risk monitoring report for period 9, including reasons for significant budget variations.
- The overall local risk forecast underspend of £31k (4.9%) against the approved budget of £636k is mainly due to savings from staffing vacancies £37k and additional fees & charges income generated from cricket and school sports £20k. This is partly offset by reduced income generated from tennis £37k.

Local Risk Actual Position to Date

- Appendices 2 and 3 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for the division.
- Appendix 2 highlights that West Ham Park have received actual income to date of £234k against a budget to date of £215k, a favourable variance of £19k. The main income variance to date relates to receiving rental income ahead of expected budget profile £58k and additional fees & charges income for cricket and school sports £23k, though these are partly offset by reduced income to date for tennis £61k.

9. Appendix 3 highlights that West Ham Park have incurred actual expenditure to date of £636k against a budget to date of £719k, a favourable variance of £83k to date. The main expenditure variances to date relate to savings due to staffing vacancies £31k, plus underspends on some of the running budgets for premises £13k and supplies & services £36k, which are expected to be fully utilised by year end.
10. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.

Capital Projects

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

Table 2 – Live Capital Projects

Capital Projects – West Ham Park	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
West Ham Park Nursery	337,038	337,035	219,275	7,500	0	110,260
Total	337,038	337,035	219,275	7,500	0	110,260

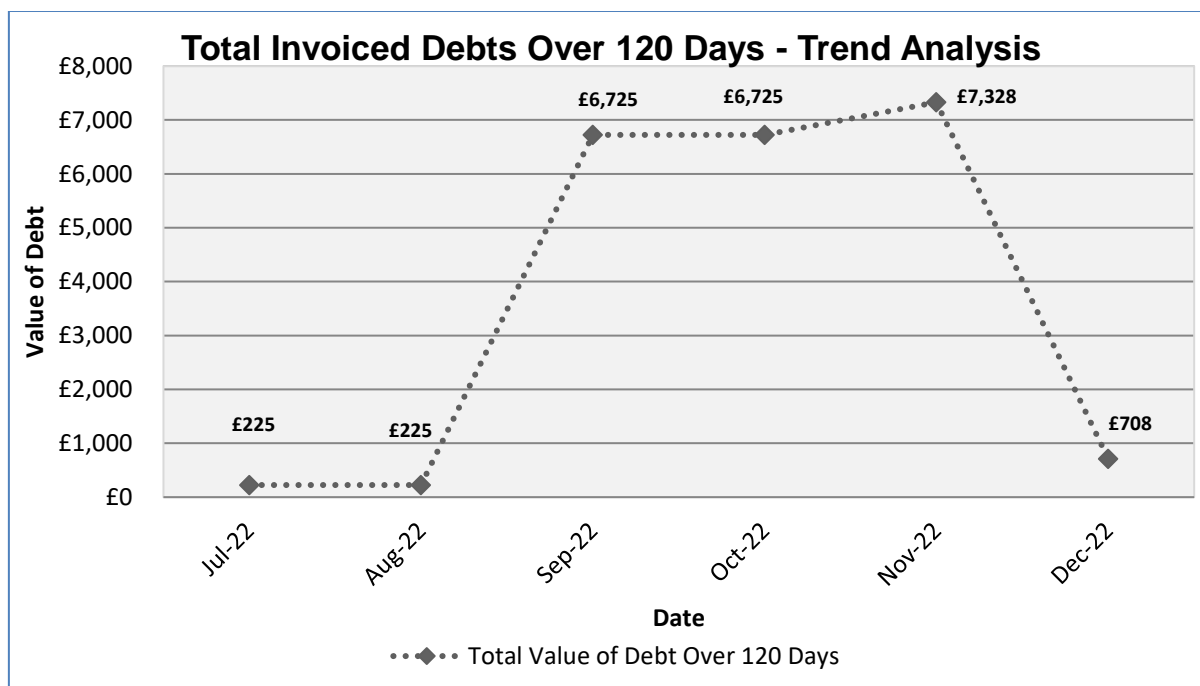
13. In light of the current financial climate and with the implication of inflation and other cost pressures (construction inflation is expected to rise as high as 20% and CPI rose by 9.9% in the last 12 months), Resource Allocation Sub-Committee (RASC), supported by the Operational Property and Projects Sub Committee, agreed to pause the business as usual (BAU) capital programme and carry out a Capital Review. The goal of the Capital Review is to ensure that projects do not exceed current overall estimated capital budgets across City Fund and City's Cash for the financial year 2022-23 and 2023-24.

14. The BAU Capital Review is looking at projects funded through the Corporation's own resources, and it excludes projects funded through ring-fenced pots. This will be achieved by: (1) pausing/stopping projects that are low priority/identify as desirable and (2) reviewing the scope of higher priority projects to ensure the Corporation obtains value-for-money in the current economic climate.
15. The nursery project identified in Table 2 above has been considered within this Capital Review and discussed by RASC when a follow-up report was tabled by the Chamberlain on the 9th November. Following on from the RASC meeting, this project was given approval by RASC to progress.
16. As a result of this Capital Review, for the financial year 2023/24, no new capital bids will be taken forward, however, a £3m contingency has been set aside in City's Cash for essential health and safety capital schemes.

Outstanding Invoiced Debts

17. At the end of December 2022, total outstanding invoiced debt for West Ham Park was £2,070 out of a total debt for Natural Environment Division (including City Gardens) of £350,784. Of this West Ham Park debt, £708 (34%) was over 120 days+, £1,362 (66%) was between 60-120 days and £0 (0%) was under 60 days.
18. Table 3 below shows a graphical representation of the total invoiced debts over 120 days+ outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The graph shows the time trend of the level of 120 day+ debt outstanding over the previous 6-month period.

Table 3 – Outstanding Invoiced Debt as @ December (period 9)



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

Charity Funds (Restricted, Unrestricted and Endowments)

21. Table 4 below lists the various restricted, unrestricted and endowment funds held by West Ham Park charity. It details the opening balance for the 2022-23 financial year and any movements up to period 9 (April-December 2022).

Table 4 – Charity Funds (Restricted, Unrestricted and Endowments) Dec (Period 9)

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

22. It should be noted that the various charity funds listed above in Table 4 should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.
23. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:
 - **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.
 - **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Cash funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Cash.

- **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.
- **Endowment** - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment (see below):
 - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
 - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

Deficit Funding

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

Table 5 – Deficit Funding by City Cash

Charity	Actual 2018/19 £'000	Actual 2019/20 £'000	Actual 2020/21 £'000	Actual 2021/22 £'000	Estimate 2022/23 £'000
Epping Forest	4,643	5,209	4,928	4,500	4,376
Burnham Beeches & Stoke Common	864	1,005	818	792	690
West Wickham & Coulsdon	1,194	1,071	1,166	949	992
Ashted Common	511	505	513	463	435
Sub-Total Epping Forest and Commons	7,212	7,790	7,425	6,704	6,493
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	992
Keats House	358	540	335	275	264
Total Natural Environment Division	15,989	17,143	16,275	13,961	12,886

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

Gift Aid

26. One option identified to help generate future additional funding as we move through the Charity Review, is maximising Gift Aid contributions, which have not historically provided value for money to claim, given low levels of donations income on which claims could be made compared to the costs of administering the claims.
27. In order to progress this income generating option for the Natural Environment charities, a Gift Aid pilot project for Hampstead Heath has been established and is progressing well. New bank accounts have been allocated which has allowed the Natural Environment Division to 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 – West Ham Park Local Risk and Central Risk Monitoring Reports @ December (period 9)

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

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

Contacts

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West Ham Park - Local Risk Revenue Budget 2022/23 - December (Period 9)

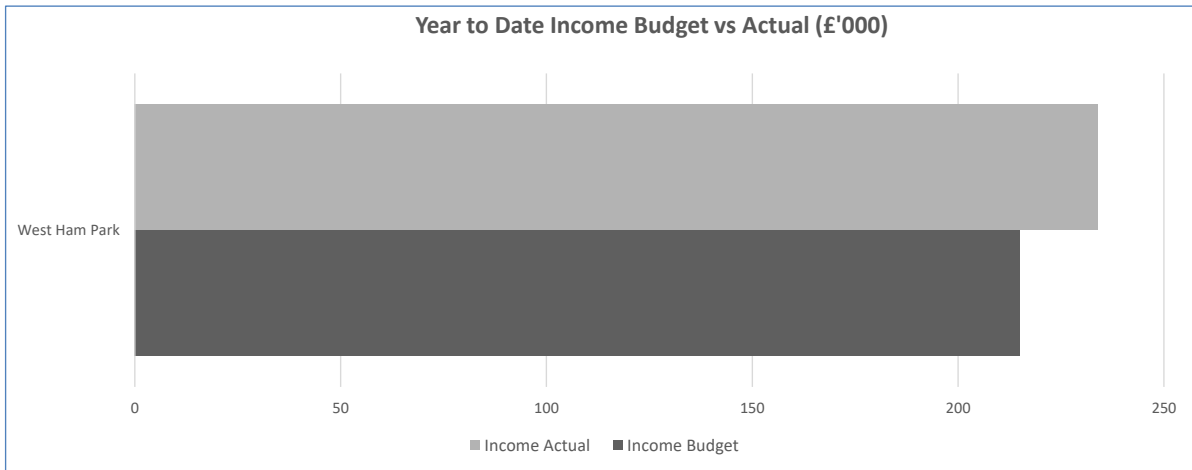
WEST HAM PARK (CCBAG / DLZ00, DLZ40, DLZ90)	Latest Approved Budget 2022/23 £	Actual to Date £	Projected Outturn 2022/23 £	Variance from Latest Approved Budget 2022/23		Variance Change from P8 £	Notes
				£	%		
Direct Employees	727,000	515,359	690,000	(37,000)	-5%	0	1
Indirect Employees	11,000	5,447	8,000	(3,000)	-27%	0	
Premises	52,000	29,981	52,000	0	0%	0	
Transport	17,000	18,363	19,000	2,000	12%	2,000	
Equipment, Furniture and Materials	60,000	44,070	60,000	0	0%	0	
Fees and Services	66,000	17,351	57,000	(9,000)	-14%	0	
Other	9,000	5,825	7,826	(1,174)	-13%	0	
Supplies and Services	135,000	67,246	124,826	(10,174)	-8%	0	
Third Party Payments	15,000	0	15,000	0	0%	1,174	
Total Expenditure	957,000	636,397	908,826	(48,174)	-5%	3,174	
Other Grants, Reimbursements and Contribs	0	(158)	0	0	0%	0	
Tennis	(72,000)	7,257	(35,000)	37,000	-51%	0	2
Other Fees and Charges	(20,000)	(39,526)	(40,000)	(20,000)	100%	(8,000)	3
Rents etc	(229,000)	(201,783)	(229,000)	0	0%	0	
Income	(321,000)	(234,210)	(304,000)	17,000	-5%	(8,000)	
Total Net Expenditure - Local Risk	636,000	402,187	604,826	(31,174)	-5%	(4,826)	
Central Risk							
Capital Charges	10,000	0	10,000	0	0%	0	
Indirect Employees	14,000	14,164	14,000	0	0%	0	
Investment Income	(1,000)	0	(1,000)	0	0%	0	
Total Net Expenditure - Central Risk	23,000	14,164	23,000	0	0%	0	

Notes:

- £37k favourable projected outturn variance is due to staff vacancies.
- £37k unfavourable projected outturn variance is due to a lower demand for certain sports, notably tennis.
- £20k favourable projected outturn variance is due to a higher than anticipated demand for cricket and school sports.

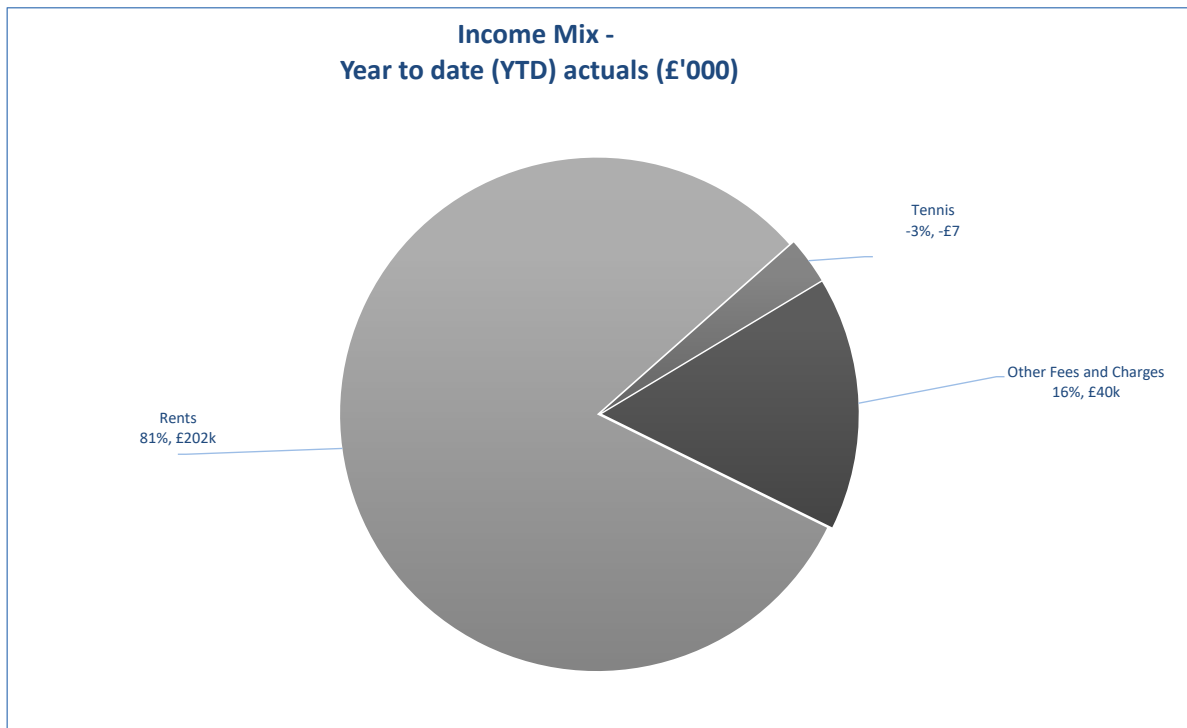
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West Ham Park - Income Performance 2022/23 - December (Period 9)



Notes:

1. The majority of the £19k favourable variance year to date is due to rental income £58k received ahead of the budget profile and additional fees & charges income for cricket and school sports £23k. These are partly offset by reduced income for tennis £61k.

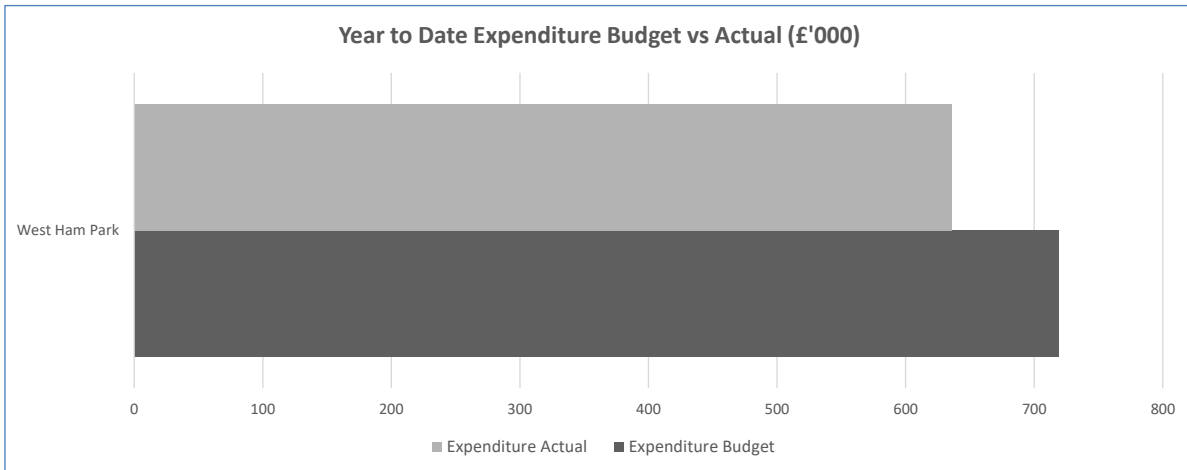


Notes:

1. Total year to date actual income as @ December (Period 6) = £0.234m
 2. Other Fees and Charges mainly relates to other facilities and sports like cricket and school sports hire.

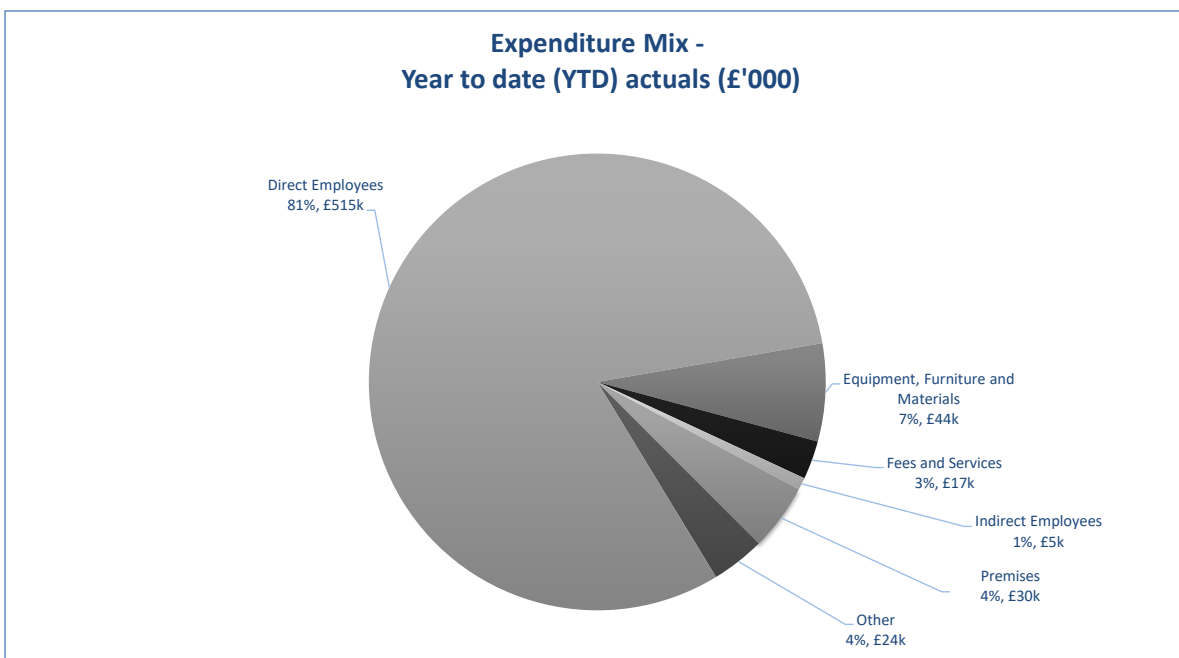
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West Ham Park - Expenditure Performance 2022/23 - December (Period 9)



Notes:

1. The favourable variance of £83k mainly relates to savings in salary costs £31k due to vacancies, and other savings on supplies and services £36k & premises costs £13k.



Notes:

1. Total year to date actual expenditure as @ December (Period 9) = £0.636m
2. Premises costs mainly relate to cleaning & refuse; electricity & gas; rates; repairs & maintenance; water etc.
3. Supplies & Services costs mainly relates to equipment; furniture & materials; communication & computing; livestock; professional fees & services;
4. Other costs mainly relate to cleansing charges; contingency; third party payments; transport.

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Committee(s): West Ham Park Committee	Date(s): 13 th February 2023
Subject: Director's Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director, Environment	For discussion
Report author: Sally Agass, interim Director of Natural Environment	

Summary

This report provides 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 17th 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 Ashtead 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 Ashtead 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, Ashtead 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 Ashtead 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.

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.

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

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