



West Ham Park Committee

- Date:** THURSDAY, 6 OCTOBER 2022
- Time:** 11.30 am, or on the rising of the Open Spaces and City Gardens Committee, whichever is later.
- Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL
- Members:**
- | | |
|------------------------------------|---------------------------|
| Caroline Haines (Chair) | Oliver Sells KC |
| Andrew McMurtrie (Deputy Chairman) | Catherine Bickmore |
| Deputy Graeme Doshi-Smith | Rafe Courage |
| Alderman Ian David Luder | Richard Gurney |
| Catherine McGuinness | 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

Accessing the virtual public meeting

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

<https://youtu.be/VLtKt4B18Qk>

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 7 July 2022.

For Decision
(Pages 5 - 8)

Charity Items

4. **TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 9 - 12)

5. **RISK MANAGEMENT UPDATE**

Report of the Executive Director Environment.

For Information
(Pages 13 - 34)

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

Report of the Executive Director Environment.

For Decision
(Pages 35 - 68)

7. **NATURAL ENVIRONMENT CHARITY REVIEW**

Report of the Executive Director Environment.

For Information
(Pages 69 - 76)

8. **CHARITY REVIEW FINANCES**

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

For Information

Operational Items

9. ASSISTANT DIRECTOR'S UPDATE

Report of the Executive Director Environment.

For Information
(Pages 77 - 80)

10. LEVELLING UP AND REGENERATION BILL

Report of the Chamberlain's.

For Information
(Pages 81 - 84)

11. POLLINATING LONDON TOGETHER

Vice Chair of Pollinating London Together to be heard.

For Information

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

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.

14. EXCLUSION OF THE PUBLIC

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

For Decision

Part 2 - Non-Public Agenda

15. NON-PUBLIC MINUTES

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

For Decision
(Pages 85 - 90)

16. **CHARITY REVIEW UPDATE**

Report of the Managing Director Bridge House Estates.

For Information
(Pages 91 - 96)

17. **NURSERY SITE UPDATE**

Joint Report of the Executive Director Environment and the City Surveyor.

For Information
(Pages 97 - 100)

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

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

WEST HAM PARK COMMITTEE Thursday, 7 July 2022

Minutes of the meeting of the West Ham Park Committee held at Committee Room -
2nd Floor West Wing, Guildhall on Thursday, 7 July 2022 at 11.30 am

Present

Members:

Caroline Haines (Chair)
Andrew McMurtrie (Deputy Chairman)
Deputy Graeme Doshi-Smith
Alderman Ian David Luder
Catherine McGuinness
Benjamin Murphy
Oliver Sells KC
Catherine Bickmore
Rev Simon Nicholls
Councillor John Whitworth (External Member)

In attendance virtually:

Rafe Courage (External Member)
Jamie Huard (Bates Wells)
Councillor Joy Laguda MBE (External Member)
Wendy Mead

Officers:

Chloe Ainsworth	- Town Clerk's Department
Sally Agass	- Environment Department
Simon Glynn	- Environment Department
Stefania Horne	- Environment Department
Joanne Hill	- Environment Department
Edward Martin	- City Surveyor's Department
Edward Wood	- Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies were received from Richard Gurney.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and summary of the meeting held on 29 April 2022 be approved as a correct record.

4. **ASSISTANT DIRECTOR'S UPDATE**

The Committee received a report of the Executive Director Environment Department updating it on management and operational activities at West Ham Park since the Committee's last meeting in April 2022.

The Committee was informed that Officers had worked with the fun fair's event organisers in advance of the event to ensure there was no damage to the park.

RESOLVED – That the report be noted.

5. **NATURAL ENVIRONMENT STRATEGIES**

The Committee received a report of the Executive Director Environment sharing the five draft strategies from the Natural Environment Division.

RESOLVED – That the report be noted.

6. **WEST HAM PARK TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS**

The Committee received a joint report of the Chamberlain and Executive Director Environment containing the Trustee's annual report and financial statements for the year ended 31 March 2021 for West Ham Park.

The Committee discussed the risk of poor public behaviour at West Ham Park due to the increase in visits resulting from the lockdown in Spring 2020. Members were informed that Officers are engaging with external partners and staff within West Ham Park to ensure they receive appropriate training.

RESOLVED – That the report be noted.

7. **REVENUE OUTTURN 2021/22**

The Committee received a joint report of the Chamberlain and Executive Director Environment comparing the revenue outturn for the services overseen by the Committee in 2021/22 with the final agreed budget for the year.

A Member was of the view that the Committee should have the opportunity to challenge the report before the Audit and Risk Management Committee.

RESOLVED – That the report be noted.

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

The Committee received a report of the Executive Director Environment reviewing the Open Spaces Department's delivery of its 2021/22 Business Plan.

RESOLVED – That the report be noted.

9. **RISK MANAGEMENT UPDATE REPORT**

The Committee received a report of the Executive Director Environment detailing the risk management procedures in places within the Environment Department and how risk is effectively managed.

Members were informed that the Committee will receive a full risk register at the October meeting.

RESOLVED – That the report be noted.

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

There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT.**

There were no urgent items.

12. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph
13,15-17	3
14	3&5

13. **MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 29 April 2022 be approved as a correct record, subject to the following amendment –

- Page 13 – ‘West Harm Park’ was corrected to ‘West Ham Park’.

14. **NURSERY SITE PROJECT**

The Committee considered the detailed report of the City Surveyor and Executive Director of Environment concerning the proposed disposal of part of the former nursey site at West Ham Park for development and the various issues, considerations and recommendations.

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

There were no other questions.

16. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no urgent business.

17. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meeting held on 29 April 2022 be approved as a correct record.

The meeting ended at 1.05 pm

Chairman

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

Committee(s) West Ham Park	Dated: 6 October 2022
Subject: Terms of Reference	Public
Report of: Town Clerk	For Decision
Report author: Chloe Ainsworth – Town Clerk’s Department	

Summary

As part of the post-implementation review of the changes made to the City Corporation’s governance arrangements in 2011, it was agreed that all Committees should review their terms of reference annually. This is to enable any proposed changes to be considered in time for the annual reappointment of Committees by the Court of Common Council.

The terms of reference of the West Ham Park Committee are attached at Appendix 1 to this report for Members’ consideration.

Recommendations

It is recommended that:

- The terms of reference of the West Ham Park Committee, subject to any comments, be approved for submission to the Court of Common Council in July.
- Any further changes required in the lead up to the Court’s appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman; and
- Members consider whether any change is required to the frequency of the Committee’s meetings.

Appendices

- Appendix 1 – Terms of Reference

Chloe Ainsworth

Governance Officer

Town Clerk’s Department

E: chloe.ainsworth@cityoflondon.gov.uk

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WEST HAM PARK COMMITTEE**1. Constitution**

A Non-Ward Committee consisting of,

- eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment; the membership to be the same as the Open Spaces & City Gardens Committee.
- plus the following:-
 - four representatives nominated by the Heirs-at-Law of the late John Gurney
 - one representative nominated by the Parish of West Ham
 - two representatives nominated by the London Borough of Newham

2. Quorum

The quorum consists of any five Members.

3. Membership 2022/22

- 5 (4) Caroline Wilma Haines
- 12 (4) Wendy Mead, O.B.E.
- 6 (3) Oliver Sells, Q.C.
- 2 (2) Andrew Stratton McMutrie, J.P.

together with the ex-officio Members referred to in paragraph 1 above, two Members to be appointed this day, and:-

Four representatives appointed by the heirs-at-law of the late John Gurney:-

- Catherine Bickmore
- Rafe Courage
- Richard Gurney (Heir-at-Law)
- Justin Meath-Baker

One representative appointed by the incumbent or priest, for the time being, in charge of the present benefice of West Ham:-

- Rev Simon Nicholls

Two representatives appointed by the London Borough of Newham

- Councillor John Whitworth
- Councillor Joy Laguda

4. Terms of Reference

To:-

- (a) have regard to the overall policy laid down by the Open Spaces & City Gardens Committee.
- (b) be responsible for the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of conveyance of the Park by John Gurney, Esq. to the City of London Corporation dated 20th July 1874 and in accordance with the Licence in Mortmain dated 22nd May 1874.
- (c) authorise the institution of any criminal or civil proceedings arising out of the exercise of its functions.
- (d) express views or make recommendations to the Open Spaces and City Gardens Committee for that Committee's allocation of grants which relate to West Ham Park.

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

Summary

This report provides the 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.

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

Recommendation

Members are asked to:

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

Main Report

Background

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

Current Position

6. Over recent months, a full review has been undertaken of all risks and risk management processes across the Environment Department. The outcome of this review is reflected in the risk registers presented in this report.
7. The scores, descriptions and mitigating actions of all risks have been fully reviewed and updated; they have been assessed in accordance with the City of London's Risk Matrix (Appendix 1). New risks have been added where necessary and others have been removed.
8. A Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Director at a higher, 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 on 6 October 2022.
9. Each of the Natural Environment charities holds its own risk register which is reported to its respective Committee. The detailed risk register for West Ham Park is summarised in the main body of the report and provided in full at Appendix 2. For each risk, officers are undertaking a range of mitigating actions.

Natural Environment Cross-Divisional Risks

10. The Cross-Divisional Risk Register of the Natural Environment Division contains top, strategic, risks, such as those on key projects. Other risks on the register are those which are common to most or all sites: individual charities hold their own local risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.
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 6 October 2022, the Open Spaces and City Gardens Committee will receive a report on the seven Cross-Divisional risks summarised below.
 - **ENV-NE 001:** Health and Safety (RED, 24)
 - **ENV-NE 003:** Repair and maintenance of buildings and structural assets (RED, 24)
 - **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
 - **ENV-NE 004:** Pests and diseases (RED, 16)
 - **ENV-NE 002:** Extreme weather and climate change (AMBER, 12)
 - **ENV-NE 005:** Impact of development (AMBER, 12)
 - **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)
13. The Wanstead Park Reservoirs risk (ENV-NE 007) is managed jointly with the City's Building Control Service.
14. ENV-NE 009 has been added to the register to address the risk of failing to implement the Charity Review by the required deadline. The Director leads on the review and regular reports on the progress of the programme will be presented to all Natural Environment Committees.
15. ENV-NE 002 addresses the risks associated with extreme weather and climate change. This includes the risk of fire which, despite the increased probability over recent months, has been contained as a result of the successful implementation of mitigating actions at each site. This is kept under continual review at a local and cross-divisional level and further actions to manage the risk will be taken as necessary.

West Ham Park Risks

16. The West Ham Park Risk Register contains two RED and eight AMBER risks owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.
17. The risk review identified two new risks: 'Recruitment and retention of staff' (012) and 'Delivery of Capital Projects' (013).
 - **ENV-NE-WH 004:** Finance - Budget reduction implications (RED, 16)
 - **ENV-NE-WH 011:** Maintenance of buildings, memorials, play areas and equipment (RED, 16)

- **ENV-NE-WH 005:** Tree diseases and other pests (AMBER, 12)
- **ENV-NE-WH 010:** Local planning issues (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 008:** Ultra-low Emissions Zone (AMBER, 8)
- **ENV-NE-WH 012:** Recruitment and retention of staff (AMBER, 8)
- **ENV-NE-WH 006:** Climate and weather (AMBER, 6)
- **ENV-NE-WH 009:** Public behaviour (AMBER, 6)

Risk Management Process

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

Identification of New Risks

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

Corporate and Strategic Implications

22. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
23. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, 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.
24. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

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

Appendices

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2 – 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

	X	Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	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 (excluding completed actions)

Report Author: Joanne Hill

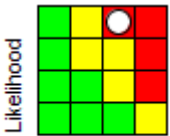
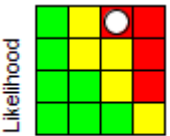
Generated on: 06 September 2022

Rows are sorted by Risk Score

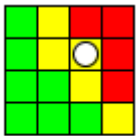
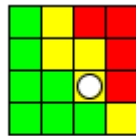
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 2024 Finance - Budget reductions implications 25-Nov-2015 Stefania Horne	<p>Cause: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues.</p> <p>Event: Division is unable to deliver budget reduction programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP.</p> <p>Effect: Alternative savings required that may not best suit culture change nor properly support core activities. Transfer of financial pressures from one area of the Division to another on a reactive basis. Ability to deliver 'existing level of services' declines. Negative press, reputational damage.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>Budgets likely to be overspent due to the need to: bring in additional staff to cover vacancies (currently experiencing difficulties in retaining and attracting staff due to imposed fixed-term contracts); and carry out additional tree works.</p> <p>Current and target scores are identical as we are not currently able to mitigate this position.</p> <p>13 Aug 2022</p>	<p>Likelihood</p> <p>Impact</p>	16	Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WH	Management of budgets and projects to	Budgets likely to be overspent due to the need to: bring in additional staff to cover vacancies			Stefania	13-Aug-2022	31-Mar-2023

004a Financial management and project planning	reduce impact on site and services.	(currently experiencing difficulties in retaining and attracting staff due to imposed fixed-term contracts); and carry out additional tree works. Current and target risk scores are identical as we are not currently able to mitigate this position.	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 011 Maintenance of buildings, memorials, play areas and equipment 24-Feb-2022 Declan Gallagher; Stefania Horne	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Event: Operational or public buildings, playground equipment and other assets become unusable. 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.	 Likelihood	16 Impact	Lack of investment in building and infrastructure maintenance over the past few years has greatly increased with the potential for major failures in the future. For this reason, the risk is assessed as Red (16) Likely / major. The target score is also Red (16) as we do not currently have a path to remediation on these issues. The new playground opened early August 2022 resulting in a reduced maintenance spend. However, this is not sufficient to reduce the overall risk score. 13 Aug 2022	 Likelihood	16 Impact	Accept	

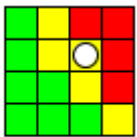
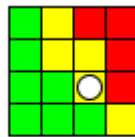

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 011a	Statutory checks and visits held and carried out by City Surveyor's Department (CSD) or delegated to site.	On site reactive work on operational buildings are monitored and issues fed back at Client 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-2023
ENV-NE-WH 011b	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Lodge defects have been reported, but no formal inspection has taken place due to Covid-19: this is now planned for late Autumn 2022.	Declan Gallagher ; Stefania Horne	13-Aug-2022	30-Nov-2022
ENV-NE-WH 011c	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-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 005 Tree Diseases and other pests 25-Nov-2015 Jonathan Meares	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.	Likelihood  Impact	12	The threat of OPM across the North London Division is not diminishing, we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. Staff continue to manage Massaria and Horse chestnut bleeding canker. 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> . 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). 13 Aug 2022	Likelihood  Impact	8	01-Nov-2022	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH	Ensure staff training is kept updated to enable	Provision of staff training is continuing. Information on training is shared through HSI, Equalities	Jonathan	13-Aug-2022	31-Mar-2023

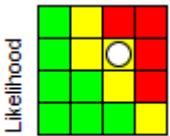
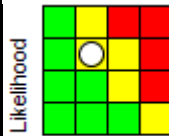
Appendix 2

005a Staff training	timely identification of pest and knowledge of correct treatment/ prevention.	Board, SLT, and other avenues. OPM identification and management training was planned for spring 2020, but has been delayed due to Covid-19 restrictions. We aim to restart this as soon as possible.	Meares		
ENV-NE-WH 005b Inspections	Annual tree inspections undertaken by qualified personnel through framework contract.	Tree inspections for Spring and Summer 2022 have been completed and resultant works are being carried out. Annual programme is in place for cyclical inspections and is being met.	Jonathan Meares	13-Aug-2022	31-Mar-2023
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	13-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 010 Local Planning Issues 25-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.	Likelihood  Impact	12	The risk remains unchanged. We continue to liaise with partners and stakeholders regarding planning applications which may impact upon West Ham Park. Increased visitor numbers are also expected to continue following the opening of the new playground in early August. 13 Aug 2022	Likelihood  Impact	8	31-Mar-2023	
							Reduce	

Page 6

Action no, Title, Date,	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.	Jonathan Meares	13-Aug-2022	31-Mar-2023
ENV-NE-WH 010b Local Authority Relationships	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Officers continue to respond appropriately to relevant planning issues.	Jonathan Meares	13-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-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>13 Aug 2022</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Dec-2022	
						Reduce		

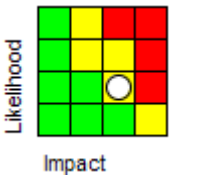
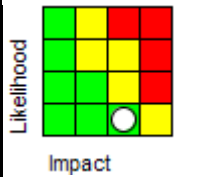

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 013a Liaison with other departments	Liaise with internal departments to secure funding for capital projects.	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.	Stefania Horne	13-Aug-2022	31-Dec-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 003 Health and Safety Incidents 25-Nov-2015 Declan Gallagher; Stefania Horne	<p>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.</p> <p>Event: Staff, volunteers, contractors or licensees undertake unsafe working practices.</p> <p>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.</p>		8	<p>Priority has been review of Risk Assessments and Safe Systems of Work (SSoW) in light of Covid-19.</p> <p>13 Aug 2022</p>		8	Accept	

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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	13-Aug-2022	31-Mar-2023
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 is reviewing new corporate guidance to see if there is a need to update our local guidance.	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2023
ENV-NE-WH 003d Training programme	Staff roles are linked to essential and desirable training needs. Continual and annual review.	Training programme is regularly reviewed, although this has been delayed due to Covid-19. We are investigating corporate options for this training as programmes begin to recommence. First Aid certification has been extended in light of this. Playground inspection training is required due to staff leaving,	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2023
ENV-NE-WH 003e Hierarchy	Clear roles and responsibilities are set out in documentation and reinforced by training.	A review is being undertaken of all local Risk Assessments and SSoW concerning the public use of facilities, including sports and buildings.	Declan Gallagher	13-Aug-2022	31-Mar-2023

responsibilities and communications	Structure of H&S meeting arrangements enable the cascade of decisions, issues, responsibilities and communications to all staff.	One to one conversations are being held to ascertain people's work preferences and plans to return to offices. The office is now staffed.	; 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 008 Ultra-Low Emissions Zone 15-Mar-2019 Declan Gallagher	<p>Cause: Change to legislation requires broad-reaching replacement of fleet.</p> <p>Event: Insufficient budget allocated to this process combined with corporate green energy procurement regulations.</p> <p>Effect: Budget impact results in financial failure for one or more divisions within the Natural Environment either by purchasing fleet or by failing to purchase fleet and receiving large fines. This may have a consequential impact on other projects within the division or department, along with reputational risk for failing to adhere to legislation.</p>	 <p>8</p>	<p>ULEZ zone widened in Autumn 2021 to include West Ham Park. Fleet has been procured for West Ham Park to reach compliance, but is not in place yet.</p> <p>The West Ham Park van is non-compliant.</p> <p>Risk will remain at Amber (8) until new vehicles arrive and are in operation.</p> <p>13 Aug 2022</p>	 <p>4</p>	01-Jan-2023 Reduce	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 008a Vehicle procurement	Replacement of non-compliant vehicles.	<p>The replacement road sweeper (for off-road use) has been delivered.</p> <p>Remaining vehicle has been procured and we are awaiting delivery.</p>	Ricky O'Garro	13-Aug-2022	01-Jan-2023


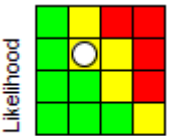

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 012 Recruitment and Retention of Staff 25-Jun-2022 Stefania Horne	<p>Cause: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of West Ham Park.</p> <p>Event: Inability to maintain the Park to an acceptable standard.</p> <p>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.</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Vacancies where recruitment is essential are being supported with a business case for Fixed Term Contracts.</p> <p>Apprentices are being recruited across the North London Open Spaces sub-division.</p> <p>13 Aug 2022</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-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).	<p>Staff consultation on TOM Phase 2 proposals is expected to take place in December 2022.</p> <p>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.</p>		Stefania Horne	13-Aug-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 006 Climate and Weather Nov-2015 Stefania Horne	Cause: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. Event: More frequent and severe storms, flooding, snow and fires. 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.	 Likelihood	6 Impact	Extreme Weather Policy was rolled out in January 2020 and has been used several times due to recent storms. This improves our ability to reduce the risk by closing sites before extreme weather events occur. Increased watering has been carried out during recent drought conditions. The risk remains at previous downgraded level (Amber, 6) as we have maintained a steady position on this risk. We accept the current level of risk.	 Likelihood	6 Impact		
								Accept

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	13-Aug-2022	31-Mar-2023
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 Policy 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.	Richard Gentry	13-Aug-2022	31-Mar-2023

Appendix 2

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 009 Public Behaviour 25-Nov-2015 Richard Gentry	<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>	6	<p>Since the changes to lockdown restrictions, public behaviour has noticeably improved on our sites.</p> <p>We accept the current level of risk (Amber, 6).</p> <p>13 Aug 2022</p>	 <p>Likelihood</p>	6	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 009b Develop and improve joint working to protect sites	Develop stronger links and become a trusted partner with London Borough of Newham. Develop relationships with officers in other local authorities.	Continuing 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 recent opening of the new playground.	Ricky O'Garro	13-Aug-2022	31-Mar-2023
ENV-NE-WH 009c Controlling dogs through PSPOs	PSPOs in place where required. Potential for further submissions where and when required	PSPOs are in place at West Ham Park where required. Increase in dog ownership during lockdown is affecting the site.	Ricky O'Garro	13-Aug-2022	31-Mar-2023

Agenda Item 6

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

Summary

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

Recommendation(s)

Members are asked to:

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

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

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

Main Report

Background

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

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

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

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

Current Position

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

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

Options

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

Proposals

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

Key Data

N/A

Corporate & Strategic Implications

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

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

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

Conclusion

The recommendations contained in this report are:

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

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

Appendices

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

Background Papers

None

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Appendix 1

Natural Environment

Charity Income Strategy 2022 – 2032

Executive Summary

1. Vision/Commitment

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

2. Who we are?

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

3. Why us?

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

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

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

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

5. Aims (of the strategy)

General

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

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

6. Revenue generation

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

7. Fundraising

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

8. Grants

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

9. Capital

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

10. What needs to change to achieve this strategy?

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

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

11. How does this strategy balance against competing strategies?

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

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

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

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

13. Corporate Plan links

This strategy supports the following Corporate Aim:

'Shaping Outstanding Environments'

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

14. What success looks like

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

15. Resource needs and other implications

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

Charity Income Strategy

Action Plan 2022 -2025

Short-term ideas

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

Medium term ideas

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

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

Longer term ideas

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

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

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

Appendix 2

Natural Environment

Visitor and Destination strategy 2022 - 2023

Executive Summary

1. Vision

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

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

2. Who we are

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

3. Why us

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

4. Who we will work with

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

Drivers for visitors are explored in relation to:

- i. Leisure, Health and well being
- ii. Heritage and cultural importance
- iii. Education and schools
- iv. Biodiversity and natural environment
- v. Engagement, volunteering, and behaviour change
- vi.

- vii. Accessibility and social benefits for deprived and vulnerable communities
- viii. Inclusivity for all parts of the community

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

5. Aims

The aims are as follows:

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

The primary objectives of COL open spaces' visitor strategy are

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

6. What needs to change to achieve this strategy?

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

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

7. How does this strategy balance against competing strategies

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

8. Outcomes

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

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

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

9. Corporate plans link

The strategic framework for the City's open spaces is highlighted in the Open Spaces business plan 2021-22. [PowerPoint Presentation \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/~/media/2021/07/16/160721-OS-Strategy-2021-22.pdf)..

10. What success looks like

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

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

11. Resource needs and implications

a. Funding for:

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

b. People

- i. Strengthened expertise through training and development

c. Communications

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

Visitor and Destination strategy

Action Plan 2022 -2025

General Short-term

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

Medium to long-term

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

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

Appendix 3

Natural Environment

Learning Strategy 2022 - 32

Executive Summary

1. Vision/Commitment

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

2. Who we are

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

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

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

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

The current programme:

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

3. Why us?

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

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

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

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

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

4. **Who we will work with?**

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

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

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

5. Aims

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

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

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

ii. **Increase opportunities to improve wellbeing**

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

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

iii. **Increase opportunities in education**

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

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

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

iv. Build fusion skills and career aspirations

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

v. Build nature connection and pro-environmental behaviours

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

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

vi. Define and increase our reach

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

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

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

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

vii. Increase income

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

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

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

viii. Evaluate, reflect, and refine our learning programmes

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

6. What needs to change to achieve this strategy?

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

7. How does this strategy balance against competing strategies?

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

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

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

8. Outcomes

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

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

9. Corporate Plan links

This strategy supports the following corporate aims:

Contribute to a flourishing society:

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

Support a thriving economy:

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

Shape outstanding environments:

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

10. What success looks like

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

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

11. Resource needs and other implications

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

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

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

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

LEARNING STRATEGY

Action Plan 2022 -2025

General Short-term actions

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

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

Medium to longer term

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

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

Appendix 4

Natural Environment

Community Engagement Strategy – 2022 – 2032

Executive Summary

1. Vision/Commitment

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

2. Who we are.

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

3. Why us

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

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

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

5. Aims (of the strategy)

General

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

Local authorities

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

Related charities

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

Volunteers

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

6. What needs to change to achieve this strategy?

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

7. How does this strategy balance against competing strategies

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

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

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

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

9. Corporate Plan links

This strategy supports the following Corporate Aim:

'Shaping Outstanding Environments'

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

Our spaces are secure, resilient and well maintained

10. What success looks like

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

11. Resource needs and other implications

a. People

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

b. Communications

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

COMMUNITY ENGAGEMENT STRATEGY

Action Plan 2022 -2025

Short Term (2022-23)

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

Medium Term (2023–24)

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

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

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

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Agenda Item 7

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

City's Corporate Plan

Contribute to a flourishing society

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

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best legal and regulatory framework and access to global markets.
7. We are a global hub for innovation in finance and professional services, commerce and culture.
8. We have access to the skills and talent we need.

Shape outstanding environments

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

Summary

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

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

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

Recommendation(s)

Members are asked to:

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

Main Report

Background

Corporate Charity Review

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

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

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

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

Current Position

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

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

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

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

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

Table 1

Timeline

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

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

Support for the process

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

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

Progress to date

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

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

2. Strategic

The five strategies:

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

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

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

3. Operational Finance

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

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

4. Operation Resourcing

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

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

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

Options and proposals

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

Key Data

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

Corporate & Strategic Implications

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

Financial implications

Resource implications

Legal implications

Risk implications

Equalities implications

Climate implications

Security implications

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

Conclusion

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

Appendices

None

Background Papers

None

Sally Agass, interim Director of Natural Environment

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Committee	Dated:
West Ham Park Committee	6 October 2022
Subject: Assistant Director Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 9, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	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 the Committee’s last meeting which took place on 7 July 2022. The funding for the work stated is met through the West Ham Park local risk budget (City’s Cash), apart from the Playground Project, which has been funded through a capital bid.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Current Position

1. The hot, dry weather has been demanding this summer in relation to grounds maintenance and the management of the park, particularly for the maintenance of the gardens. The keepers and gardeners have continued to remain busy ensuring the beds in the ornamental gardens have been watered using sprinklers and watering by hand.

Awards

2. Since the last Committee meeting West Ham Park has achieved several awards, testament of the hard work of the staff and volunteers. The Park received Green Flag accreditation and a Gold Award for London in Bloom, winning in the Large Park (above 25 acres) category. The Park was also voted favourite local parks in the UK Fields in Trust. The latter is a competition where West Ham Park was nominated and voted for against over other 300 parks and was the winner for the London Parks. More information about this award can be found online <https://www.fieldsintrust.org/favourite-parks/local-favourites>. This is an amazing achievement that shows the commitment and hard work that all the staff, volunteers and the Friends of West Ham Park put in to making West Ham Park the success that it is.

Visitor Numbers

3. Visitor numbers have been relatively high during the summer with a considerably visible increase in visitor numbers when the newly built playground was re-opened. Many families were enjoying picnics and parties in the park and taking the opportunity to cool down in the waterplay area in the playground.

Friends of West Ham Park

4. During August the Friends of West Ham Park ran a series of Sunday afternoon litter picks with the public. These events were used to raise awareness of the consequences of littering and its impact upon the environment, the natural scenery and wildlife. All of the events were well attended.
5. On 26 August the Friends of West Ham Park organised Bat Walks in the park and another one is planned on 30 Sept. These events are popular and well attended. The bats put on a brilliant flying display which was enjoyed by hundreds of people, most of them children. The participants were given a short talk on bat habits, what they eat, where they roost and echo location.

Sports and culture

6. The 2022/23 football season has begun, currently there are two teams using West Ham Park as their home ground. Due to the harshness of the hot weather over the summer months the football pitches are not up to the usual standard that would be expected. Matches have been postponed and pushed back a month. This will enable the keepers to carry out renovation works to the pitches. This has been a common issue which many green spaces have encountered in the south UK regions.
7. The Family Arts Workshop held eight art events in the ornamental gardens. The project that was run in conjunction with West Ham Park, Forest Gate Library and Forest Gate Community Garden was aimed to raise awareness to the benefits of art and open spaces. The subject of the art was Dr Fothergill and his plant collection. This showed that the ornamental gardens not only are a space for relaxation and enjoyment but also a cultural asset for our local communities.

Playground

8. The playground opened on 5 August 2022 and was welcomed by an enthusiastic and excited large crowd waiting by the gates. Staff have continued to receive positive feedback from members of the public. The water play area was very busy with children during the heatwave. Planting of the beds is still to be completed shortly when the season is right with the assistance of the Friends of West Ham Park.

Events

9. West Ham Park hosted a second funfair this year from the 15 to 17 July. The event organiser, George Irvin Funfairs co-hosted the event in conjunction with HAFS Academy. The event was a collaboration of the fun fair and community and food stalls and well attended.
10. A London to Southend cycle ride starts from the park on the 25 September at 6am. Up to 1,000 cyclists take part in the leisurely bike ride heading towards Southend with a staggered start to avoid congestion.
11. On the 23 September a group of 10 corporate volunteers from the insurance recruiters, WPR Group were tasked with pruning, weeding and mulching the wildlife area at South Meadow.
12. Future events in the park include:
 - Newham's biggest leaf pile - 6 November 2022
 - Corporate volunteers from Chubb on the 13 October will be tackling tasks in the wildlife area behind the playground and planting tasks in the ornamental gardens.
 - Discussions with Newham are in place to reschedule the Newham unlocked event that was cancelled during the Queen's mourning period.

Learning Team

13. The Learning Officer has delivered the following session in West Ham Park since this Committees last meeting engaging with hundreds of children.

July 2022 – 11 sessions delivered to 315 children

August – School holidays – 7 sessions to 85 children delivered to charity's "Ambition Aspire Achieve" and "Capital Kids Cricket"

September – 11 sessions coming up during this month, including Habitats, Eco-art and Wellbeing sessions.

14. This term the Learning Team has 3 schools taking part in the weekly Nature Learning programme (for SEND pupils), 2 lead by the Learning Officer and one

school continuing their self-led visits. The learning diary is almost full for the autumn term already, with plenty of schools set to visit the park

Corporate and Strategic Implications

15. The work and activities outlined in this report contribute to numerous strands of the City of London Corporate Plan 2018-2023, but notably outcome 12: “our spaces are secure, resilient and well-maintained”, under the Shape Outstanding Environments strand.

Financial/Resource/Legal/Risk/Equalities/Climate/Security/Public sector equality duty Implications

16. None.

Conclusion

17. The receiving of a Green Flag Award and a Gold category winner in the London in Bloom Awards (Large Park above 25 Acres) demonstrates that the hard work of officers and volunteers, support the delivery of a quality open space. High standards continue to be maintained in a period of transition. The Park continues to be a great asset for the community for the number of services, events and activities it has to offer and it is good to see that visitor numbers and children’s engagement continue to be high

Ricky O’Garro

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

Summary

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

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

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

Recommendation(s)

Members are asked to note the report.

Main Report

Background

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

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

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

Environment

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

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

Design

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

Heritage

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

Conclusion

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

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

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