



## Natural Environment Board

**Date:** THURSDAY, 16 MAY 2024

**Time:** 11.00 am

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

**Members:**

Caroline Haines	Benjamin Murphy
Andrew McMurtrie	James St John Davis
Deputy Anne Corbett	William Upton KC (Ex-Officio Member)
Eamonn Mullally	Alderman Gregory Jones KC (Ex-Officio Member)
Wendy Mead OBE	Deputy Alpa Raja
	Catherine Bickmore (Observer)
	Paul Morris (Observer)

**Enquiries:** Blair Stringman  
Blair.Stringman@cityoflondon.gov.uk

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**Ian Thomas CBE**  
Town Clerk and Chief Executive

## **AGENDA**

NB: Certain items presented for information have been marked \* and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting

### **Part 1 - Public Agenda**

1. **APOLOGIES**

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

3. **\*ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council dated 25 April 2024 appointing the Board and setting its Terms of Reference.

**For Information**

4. **ELECTION OF CHAIRMAN**

The board are invited to elect a Chairman in accordance with Standing Order 29.

**For Decision**

5. **ELECTION OF DEPUTY CHAIRMAN**

The board are invited to elect a Deputy Chairman in accordance with Standing Order 30.

**For Decision**

6. **MINUTES**

To agree the public and non-public summary of the previous of the meeting held on 19 February 2024.

**For Decision**  
(Pages 7 - 14)

### **Governance**

7. **APPOINTMENT OF A REPRESENTATIVE TO THE STREETS AND WALKWAYS SUB-COMMITTEE**

The board are invited to appoint one Member as an Open Spaces and City Gardens Committee representative on the Streets and Walkways Sub-Committee.

**For Decision**

8. **NON-VOTING EXTERNAL REPRESENTATIVE APPOINTMENT(S) TO NATURAL ENVIRONMENT BOARD**

Report of the Town Clerk.

**For Decision**  
(Pages 15 - 18)

9. **CITY OF LONDON NATURAL ENVIRONMENT YOUTH BOARD**

Report of the Interim Executive Director, Environment.

**For Decision**  
(Pages 19 - 26)

10. **RESOLUTION OF THANKS TO OLIVER SELLS**

Chairman to be heard.

**For Decision**

11. **RESOLUTION OF THANKS TO GRAEME DOSHI-SMITH**

Chairman to be heard.

**For Decision**

12. **RESOLUTION OF THANKS TO BOB ROBERTS**

Chairman to be heard.

**For Decision**

**Environment Department**

13. **\*DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25**

Report of the Interim Executive Director, Environment.

**For Information**

14. **RISK MANAGEMENT UPDATE REPORT**

Report of the Interim Executive Director, Environment.

**For Decision**  
(Pages 27 - 60)

**Natural Environment**

15. **ENJOYING GREEN SPACES AND THE NATURAL ENVIRONMENT – 2023-24  
GRANT AWARDS AND FUNDING CRITERIA REVIEW**

Report of the Managing Director of City Bridge Foundation.

**For Decision**  
(Pages 61 - 90)

16. **\*COOL STREETS AND GREENING – PROGRAMME UPDATE**

Report of the Interim Executive Director, Environment.

**For Information**

17. **\*LEARNING AND HERITAGE ANNUAL REVIEW, 2023 -24**

Report of the Interim Executive Director, Environment.

**For Information**

18. **\*LEVELLING UP AND REGENERATION ACT 2003**

Report of the Remembrancer.

**For Information**

**City Gardens**

19. **\*CITY GARDENS UPDATE**

Report of the Interim Executive Director, Environment.

**For Information**

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

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

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

### **22. EXCLUSION OF THE PUBLIC**

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

**For Decision**

### **23. NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 19 February 2024.

**For Decision**  
(Pages 91 - 92)

### **24. \*DEBT ARREARS - NATURAL ENVIRONMENT DIVISION PERIOD ENDING 31 MARCH 2023**

Joint report of the Chamberlain and Interim Executive Director, Environment.

**For Information**

### **25. \*NATURAL ENVIRONMENT CHARITIES – INCOME ANALYSIS AND PRIORITIES**

Report of the Interim Executive Director, Environment.

**For Information**

### **26. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

## **Part 3 - Confidential Agenda**

### **28. MINUTES**

To agree the confidential minutes of the previous meeting held on 19 February 2024.

**For Decision**

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## NATURAL ENVIRONMENT BOARD Monday, 19 February 2024

Minutes of the meeting of the Natural Environment Board held at Committee Room -  
2nd Floor West Wing, Guildhall on Monday, 19 February 2024 at 11.00 am

### Present

#### Members:

Caroline Haines (Chair)  
Andrew McMurtrie (Deputy Chairman)  
Eamonn Mullally  
Wendy Mead OBE  
Oliver Sells KC  
William Upton KC (Ex-Officio Member)

#### In Attendance:

Benjamin Murphy  
Catherine Bickmore (Observing)  
Paul Morris (Observing)

#### Officers:

Emily Brennan	- Environment Department
Anna Cowperthwaite	- Comptroller and City Solicitor's
Simon Glynn	- Environment Department
Clem Harcourt	- Chamberlain's Department
Joanne Hill	- Environment Department
William LoSasso	- Environment Department
Bob Roberts	- Environment Department
Joseph Smith	- Town Clerk's Department
Jack Joslin	- City Bridge Foundation
Pauline Mouskis	- Chamberlain's Department
Sally Gadsdon	- Environment Department
Maria Trayner	- Environment Department
Fiona McKeith	- City Surveyor's Department
Ian Hughes	- Environment Department
Jake Tibbets	- Environment Department
Jo Hurst	- Environment Department

#### 1. APOLOGIES

Apologies were received by James St John David and Deputy Alpa Raja.

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

There were no declarations of interest.

#### 3. MINUTES

**RESOLVED** – That, the minutes of the last meeting held on 4 December 2023 be approved by the board.

4. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - ENVIRONMENT DEPARTMENT**

The board considered a report of the Interim Executive Director, Environment concerning, the Environment Department's draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens.

Members noted that the plan covers the priority workstreams for the division, such as biodiversity, climate action, health and wellbeing, and income generation, and sits above the local site-specific plans that are reported to the relevant committees. Board Members had some questions and comments on the plan, especially regarding the role and involvement of the other committees that oversee the open spaces charities and the terms of reference of the Natural Environment Board.

The board agreed to approve the plan subject to any changes in the corporate plan and the development of the local site-specific plans. Members were informed that this would be reviewed it again in six months' time.

**RESOLVED** – That Members, approve, subject to the incorporation of any changes sought by the board, the draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens (Included in Appendix A of the report).

5. **RISK MANAGEMENT UPDATE REPORT**

The Committee considered a report of the Interim Executive Director, Environment concerning, risk management procedures in place within the Environment Department are satisfactory and they meet the requirements of the Corporate Risk Management Framework and, where applicable, the Charities Act 2011.

Officers explained that the report was detailed and included the summary risk registers for City Gardens and the Natural Environment cross divisional risks. It was noted that the report was aligned with the natural environment strategies and that individual risks would be reported by exception in the quarterly reports.

**RESOLVED** – That, Members confirm, on behalf of the City Corporation as Trustee, that the Natural Environment Cross-Divisional Summary Risk Register (Included in Appendix 1 of the report) satisfactorily identifies the key top-level risks to the charities and that an appropriate risk management process is in place.

6. **CHARITIES & COMMERCIAL**

The board received a verbal update of the Interim Executive Director, Environment.

The Director of Natural environment gave a verbal update on the charity review and the progress made on the external appointments for the Natural Environment Board. The commercial manager also reported on the work done on the income strategy and the audit for the natural environment division.



The Chair thanked the Director and the manager for their updates and said that the charity review and the income strategy would be discussed further in the non-public session.

7. **\* CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 4**

The board received a report of the Interim Executive Director, Environment concerning the climate action strategy, cool streets and greening programme.

The following points were noted.

- The Director of Natural Environment gave an overview of the strategy, which aims to achieve net zero carbon emissions by 2040 and enhance the natural environment in the city.
- The Director of Natural Environment highlighted the key actions and targets for each of the five themes: energy, transport, waste, adaptation and resilience, and nature and green spaces.
- The Director of Natural Environment also explained the governance and monitoring arrangements for the strategy and the next steps for consultation and approval.
- Several members expressed their support for the strategy and praised the work of the officers.
- Some members raised questions and suggestions on specific aspects of the strategy, such as the carbon budget, the engagement with stakeholders, the alignment with other strategies, and the potential for innovation and collaboration.
- The Director of Natural Environment responded to the questions and suggestions and noted the feedback for further consideration.

8. **\* OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 9 APRIL - DECEMBER 2023) 2023/24 - NATURAL ENVIRONMENT DIVISION**

The board received a report of the Interim Executive Director, Environment concerning operation the operation finance progress for the period 9 April – December 2023.

The following points were noted.

- The report showed that the division had a net overspend of £1.2 million, mainly due to the impact of the COVID-19 pandemic on income generation and increased costs of maintenance and security.
- Officers highlighted the measures taken to mitigate the financial pressures, such as reducing discretionary expenditure, applying for government grants, and reviewing the charging policy for events and activities.
- The board noted the financial challenges and risks facing the division and the need to explore new sources of income and funding, as well as to align the budgets with the natural environment strategies and the corporate plan.

- The board also noted the progress made on the capital projects, such as the Tower Hill Gardens redevelopment, the Finsbury Circus restoration, and the Bunhill Fields dog control scheme.
- The board thanked the environment division for their hard work and resilience in delivering the services and projects under difficult circumstances.

9. **\* NATURAL CAPITAL AUDIT**

The board received a report of the Interim Executive Director, Environment concerning the Natural Capital Audit.

The following points were noted.

- Officers gave a brief overview of the audit, which assessed the value of the natural assets and ecosystem services provided by the city's open spaces.
- Officers highlighted some of the key findings, such as the carbon sequestration, air quality improvement, health and well-being benefits, and biodiversity enhancement.
- It was also mentioned some of the challenges and limitations of the audit, such as the data availability, the valuation methods, and the uncertainty and variability of the results.
- Officers noted that the audit was a baseline for measuring progress and informing decision making, and that it would be updated regularly.
- The Deputy Chair praised the audit and asked about the implications for the natural environment strategies and the climate action plan.
- Officers answered noting that the audit supported the objectives and actions of the strategies and the plan, and that it would help to prioritise and monitor the interventions. It was also mentioned that the audit would help to communicate the value of the open spaces to the public and the stakeholders.

10. **DOG CONTROL WITHIN CITY GARDENS**

The board considered a report of the Interim Executive Director, Environment concerning challenges in City Gardens due to increased dog presence. Incidents, including safety concerns and antisocial behaviour.

The board considered the report on the options for controlling dogs within city gardens, especially Bunhill Fields, following previous requests from Members. Members noted that the recommended creation of a new keeper role to be based at Bunhill Fields, who would have enforcement powers and build relationships with dog owners. Members also noted the recommendation for ongoing monitoring of the situation and exploring the possibility of public space protection orders in the future.

The board approved the recommendations, with the proviso that the resourcing level and the effectiveness of the keeper role would be reviewed within the first year.

**RESOLVED** – That Members,

- a) Endorse the creation of a new City Gardens Keeper role to enforce byelaws and legislation across the City Gardens sites, with an initial focus on Bunhill Fields.
- b) Endorse the exploration of PSPOs and use of enforcement powers across the City Garden sites to improve user experience.

11. **2024/25 EVENTS FEES AND CHARGES - CITY GARDENS**

The board considered a report of the Interim Executive Director, Environment concerning proposes that charges for corporate events that are held in City Gardens sites are increased by 4.1% for the start of the 2024/25 financial year.

Officers explained that the fees and charges were based on benchmarking with other local authorities and market research and aimed to balance income generation with accessibility and affordability for event organisers and attendees. It was also highlighted that the challenges and uncertainties posed by the COVID-19 pandemic and the impact on the events industry and proposed a flexible and pragmatic approach to event bookings and cancellations.

The board welcomed the report and approved the proposed fees and charges, subject to any changes in the corporate plan or the budget process.

**RESOLVED** – That Members, approve the proposed 2024/25 fees and charges as set out in Appendix 1 of the report.

12. **\* CITY GARDENS UPDATE**

The board received a report of the Interim Executive Director, Environment concerning an update to Members of the Open Spaces & City Gardens Committee on current management and operational activities across the City Gardens.

The following points were noted.

- It was noted that the team has recently taken on four new gardening apprentices and a new business apprentice and was planning to recruit three new frontline members of staff and an additional shift worker. The team is also working on several contracts for tree work, bedding, electric vehicles, and vibration monitoring system.
- The Biodiversity Partnership Group is being resurrected and will meet in February to help meet the targets of the Biodiversity Action Plan.
- A landscape architect company had been commissioned to deliver a master plan for Tower Hill Gardens, based on public consultation, and the final plan will be presented to the board in May.
- The team is collaborating with the Destination City team to review and refresh the self-guided walks and tours across the city gardens.
- The team is working closely with the Friends of City Gardens, who are going through a transitional period, to review roles and responsibilities, establish a terms of reference document, and expand the offer for corporate volunteering.

- The team has delivered or will deliver several projects in the next six weeks, such as tree planting, bulb planting, hedge laying, and wildflower meadow creation.

13. \* **KING GEORGE'S FIELD-CITY OF LONDON TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023**

The board received a report of the Interim Executive Director, Environment concerning the annual report and financial statements for King George's Field-City of London Trustee for the year ended 31 March 2023.

The following points were noted.

- The board received the annual report and financial statements for King George's Field-City of London Trustee for the year ended 31 March 2023, which showed a surplus of £12,000 and a total fund balance of £1.2 million.
- The board noted the achievements of the trust in providing recreational facilities and activities for the local community, such as the installation of new play equipment, the refurbishment of the pavilion, and the hosting of various events and sports clubs.
- The board also noted the challenges faced by the trust due to the COVID-19 pandemic, such as the closure of the facilities for several months, the loss of income from bookings and rentals, and the increased costs of cleaning and maintenance.
- The board thanked the trust staff and volunteers for their hard work and resilience during the difficult period.

14. \* **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

The board received a report of the Interim Executive Director, Environment concerning a decision taken by the Town Clerk under delegated authority.

The following points were noted.

- The board noted the decision taken by the Town Clerk under delegated authority to approve the wording of the terms of reference for the Natural Environment Board, as set out in the report.
- The board was informed that the wording was subsequently amended by the Court of Common Council, and that only the changes to the composition of the board were agreed.
- The board was also informed that the other aspects of the terms of reference, such as the frequency of meetings and the relationship with other committees, were subject to further discussion and clarification.

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

There were no questions.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**  
There was no urgent business.
17. **EXCLUSION OF THE PUBLIC**  
**RESOLVED** – That, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
18. **NON-PUBLIC MINUTES**  
**RESOLVED** – That, the non-public of the last meeting held on 4 December 2023 be approved by the board.
19. **\* CORPORATE CHARITIES REVIEW SCOPING EXERCISE TO SUPPORT THE NATURAL ENVIRONMENT CHARITIES REVIEW**  
The board received a joint report of the Managing Director City Bridge Foundation and Interim Executive Director, Environment.
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was no other business.
22. **NATURAL ENVIRONMENT STAFFING**  
The board considered a report of the Interim Executive Director.

**The meeting ended at 12.49 pm**

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Chairman

**Contact Officer: Polly Dunn**  
**polly.dunn@cityoflondon.gov.uk**

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<b>Committee(s):</b> Natural Environment Board – For Decision	<b>Dated:</b> 16 May 2024
<b>Subject:</b> Non-Voting External Representative Appointment(s) to Natural Environment Board	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Town Clerk</b>	<b>For Decision</b>
<b>Report author: Blair Stringman, Town Clerk’s Department</b>	

## Summary

The Constitution of Natural Environment Board (the Board) was agreed by the Court of Common Council in January 2024 to allow the appointment of non-voting external Members to bolster its membership. Following changes to the constitution of the Board in January 2024, external representative vacancies were advertised with twelve candidates shortlisted for interview. A recruitment panel consisting of the Chairman and Deputy Chairman of the Natural Environment Board and the Natural Environment Director interviewed candidates and further shortlisted their preferred candidates for onward recommendation and approval of Natural Environment Board for terms as detailed in the recommendation(s).

## Recommendation(s)

Members are asked to approve the appointment of the candidate(s) shortlisted for the following terms:

- a) For a term of one year, Dr Heather Barrett-Mold OBE
- b) For a term of two years, Tony Leach
- c) For a term of three years, Vladislav Dobrokhotov & Dani Stephenson

## Main Report

### Background

1. To ensure the Board has access to necessary expertise to promote its success, it was recommended that the composition be revised to include up to four external representatives with specific focus areas (including biodiversity & nature resilience, community engagement, access & recreation, culture, heritage & learning and income generation).

2. Following changes to the constitution to enable appointments of non-voting representatives, an open and transparent approach to the recruitment of external representatives, which followed a similar approach to the recruitment of external representatives on other City of London Committees, including advertising on the Corporation website and use of LinkedIn and other mechanisms to generate interest took place. All adverts included a role profile which highlighted the skills, expertise and unique perspectives the Natural Environment Board was seeking to achieve with these key external appointments.
3. After closing of the advert, interviews took place with a panel consisting of the Chairman and Deputy Chairman of the Natural Environment Board alongside the Director of Natural Environment. Twelve candidates were shortlisted by the Chairman and several others eliminated.
4. The twelve included 3 women and one diversity candidate. All CVs are available to Members on request to the Town Clerk.

### **Current Position**

5. The need for the best possible expertise at Board level is vitally important. Accordingly, it is proposed to augment the Board with up to four external representatives who, in addition to the expertise of Members, bring specific areas of expertise to the Board , but not exclusively, addressing the following areas:
  - Biodiversity & nature resilience (including climate action)
  - Community engagement
  - Access & recreation
  - Culture, heritage & learning
  - Resourcing including income generation.

(It should be noted that external representatives are required to sign up to the Corporation's Code of Conduct, which should provide a level of assurance on governance and accountability.)

### **Options**

6. Option 1 (This option is recommended)

To approve the appointment of the candidate(s) shortlisted for terms specified in the recommendation(s) of this report. This will assist the board in bringing specific areas of expertise to address gaps in knowledge for improved governance following an extensive recruitment process.

7. Option 2 (This option is not recommended)

To not a approve the appointment of the candidate(s) shortlisted for the terms specified in the recommendation(s) of this report. This will prevent the board from bringing specific areas of expertise to address gaps in knowledge for improved



governance which was already agreed at the Court of Common Council in January 2024.

## **Proposals**

8. The Board's constitution was amended in January 2024 to allow the appointment of non-voting external members. This change was made to bring in external representatives with specialised skill sets and experience to improve governance.
9. Following the changes to the constitution, external advertisements were placed and twelve candidates were shortlisted by the Chair, while others were discounted.
10. The recommendation to approve the appointment of the shortlisted candidates, Dr. Heather Barrett-Mold OBE for a term of one year, Tony Leach for a term of two years, and Vladislav Dobrokhotov and Dani Stephenson for a term of three years, is based on the need to bolster the Board's membership with external representatives. This will enable the City Corporation to bring in more specialised skill sets and experience to address gaps in knowledge and improve governance.

## **Corporate & Strategic Implications**

**Strategic implications** – The Natural Environment Strategy sets the framework for effective scrutiny and oversight of Natural Environment programmes and activities at a strategic level. The Natural Environment Board, supported by external representatives who have specific expertise in the areas of focus, will play a key role in ensuring co-ordination and strategic alignment between the Natural Environment strategy and the Corporation's new Corporate Strategy, and, by necessity, the governing documents of the charities.

**Financial implications** - There will be a nominal resource requirement for the recruitment, induction and training of external appointments.

**Resource implications** - There will be no material change to the existing level of officer support for the Board.

**Legal implications** – External appointments shall have no voting rights.

**Risk implications** – none.

**Equalities implications** – none.

**Climate implications** – none.

**Security implications** - External representatives are required to sign up to the Corporation's Code of Conduct.

## **Conclusion**

11. This report recommends the appointment of the shortlisted candidates to the Natural Environment Board as non-voting external representatives for the specified terms. This will help to bring in specialised skill sets and experience to improve governance and address gaps in the board's knowledge.

**Blair Stringman**

Governance Officer, Town Clerk's Department.

E: [Blair.Stringman@CityofLondon.gov.uk](mailto:Blair.Stringman@CityofLondon.gov.uk)

# Agenda Item 9

<b>Committee(s):</b> Natural Environment Board	<b>Dated:</b> 16/05/2024
<b>Subject:</b> City of London Natural Environment Youth Board	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	Leading Sustainable Environment, Diverse Engaged Communities, Flourishing Public Spaces
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Emily Brennan	<b>For Decision</b>
<b>Report author:</b> Alice Rogers, Community and Children's Services	

## Summary

This report invites members to consider establishing a City of London Youth Natural Environment Board as part of the ongoing efforts of the City of London Environmental and Outdoor Learning Project. This board will be advisory rather than an official City of London board and will bring together current pupils and alumni from City of London schools, providing a platform for youth voices to influence environmental policies and cultivate leadership and advocacy skills in sustainability. Key benefits include youth empowerment, collaboration, innovation, education, community engagement, and advocacy for educational initiatives. The proposal details a governance structure and channels of communication between the Natural Environment Board and the Youth Board.

The collaborative interaction between the proposed Youth Board and the established City of London Natural Environment Board could provide a unique opportunity to mobilise youth voice to drive environmental action and sustainability within the City of London Corporation.

## Recommendation(s)

Members are asked to:

- Endorse the establishment of the City of London Youth Natural Environment Board as per outlined in the accompanying report.

## Main Report

## Background

1. As a result of activity executed by the Environmental and Outdoor Learning Network run by Simon Lightman of King Edward's School Witley and the Education Strategy Unit, members identified a gap in opportunity for youth voice to be central to key decisions made around sustainability at the City of London Corporation.
2. In alignment with the recent inauguration of the newly appointed Natural Environment Board, the Environmental Outdoor Learning Network is seeking to integrate youth perspectives into the board's decision-making processes via the proposed informal Youth Board, ensuring that the voices of young people are heard and valued in shaping sustainable policies and initiatives within the City of London Corporation.
3. The objectives of the Natural Environment Youth Board would be to:
  - i. facilitate collaboration among students and alumni across City of London schools on environmental projects.
  - ii. • Provide a forum for youth voices to influence and shape environmental policies and initiatives within the City of London.
  - iii. • Foster leadership and advocacy skills among youth in the realm of environmental sustainability.
  - iv. • Present innovative ideas and solutions to the City of London Natural Environment Board for consideration and implementation.

## Current Position

4. For the full proposal, see **appendix one**.

## Options

5. Approve the establishment of the Youth Natural Environment Board:
  - i. There may be minimal cost implications for this option that primarily relate to coordination of board activities and officer time spent supporting reporting.
  - ii. The benefits of supporting the creation of the Natural Environment Youth board are; higher levels of engagement in environmental advocacy and decision-making; strengthened collaboration among the City of London Family of schools; innovative solutions to environmental challenges facing the Corporation and improved levels of community engagement.
  - iii. There is a low risk identified around ensuring the youth panel is diverse.
6. Designate lead teacher coordination role:
  - i. In electing a lead teacher, members will benefit from clear leadership and coordination of the Youth Board. It will also enable effective liaison with the City of London Natural Environment Board.

- ii. Risk levels associated with designation of a Lead teacher is low and linked to potential staffing changes. This could be mitigated by deputising to another participant in the existing Environmental and Outdoor Learning Network.
7. Agree the communication mechanisms and governance structure as proposed **in sections 4 and 5 of appendix one.**
- i. A structured approach to the Youth Board with clear roles, responsibilities and reporting requirements will enable a diverse range of young voices to become central to the board's decision-making processes.
  - ii. There are potentially low costs associated with inviting Youth Board members to board meetings.
  - iii. The risk level of this decision is low and is linked to student absence or differing levels of engagement across the Family of Schools.

### **Corporate & Strategic Implications**

8. Strategic implications – The proposal for the establishment of the City of London Natural Environment Youth Board strongly aligns with and supports the delivery of our Corporate Plan in several key areas.
- i. By facilitating collaboration among students and alumni across City of London schools on environmental projects, it contributes to the goal of engaging diverse communities.
  - ii. The proposal directly supports the Corporation's aim to create a vibrant, thriving destination by engaging youth in potential leisure and community offers directed by the Natural Environment Board.
  - iii. The focus on environmental sustainability and the involvement of youth in policy development and advocacy resonate with the Corporate goal of leading sustainable environment due to the plan's emphasis on climate action.
9. Equalities implications – the establishment of the board will aim to provide a platform for diverse youth voices, including those of different genders, races, religions, sexual orientations, and abilities, to actively engage in environmental advocacy and decision-making processes. Through a democratic process, the proposal seeks to empower all individuals, irrespective of their backgrounds, to become agents of change in their communities and contribute to a more inclusive and sustainable future for the City of London Corporation.
10. Climate implications- Through advocacy of policy development and engagement with sustainability projects via the Natural Environment Board, this proposal supports the corporation's Climate Action Strategy 2020-2027's aims of supporting the achievement of net zero, as well as communities benefitting from a clean, green and safe environment.

### **Conclusion**

11. The collaborative interaction between the City of London Natural Environment Youth Board and the City of London Natural Environment Board represents a unique opportunity to harness the energy, creativity, and passion of youth in

driving environmental action and sustainability within the city. By fostering meaningful engagement, mutual learning, and inclusive decision-making, both boards can work together towards a greener, more resilient future for the City of London.

## **Appendices**

- Appendix 1- City of London Corporation Natural Environment Youth Board Proposal, written by Simon Lightman at King Edward's Witley

## **Author**

### **Alice Rogers**

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# City of London Natural Environment Youth Board

## **Introduction:**

The City of London Environmental and Outdoor Learning Project aims to cultivate environmental awareness and stewardship among the youth of our city. As part of our ongoing efforts, we propose the establishment of a City of London Youth Natural Environment Board. This board will serve as a platform for students and alumni from our group of schools to collaborate on sustainability projects and directly engage with the broader City of London Natural Environment Board.

## **Objectives:**

- Facilitate collaboration among students and alumni across City of London schools on environmental projects.
- Provide a forum for youth voices to influence and shape environmental policies and initiatives within the City of London.
- Foster leadership and advocacy skills among youth in the realm of environmental sustainability.
- Present innovative ideas and solutions to the City of London Natural Environment Board for consideration and implementation.

## **Benefits:**

**Youth Empowerment:** Provides a platform for students and alumni to actively engage in environmental advocacy and decision-making processes, empowering them to become agents of change within their communities.

**Collaboration:** Encourages cross-school collaboration, fostering a sense of unity and shared purpose among youth across the City of London. Through collaborative efforts, youth can leverage collective expertise and resources to address complex environmental challenges effectively.

**Innovation:** Harnesses the creativity and fresh perspectives of youth to develop innovative solutions to environmental challenges. By engaging youth in the decision-making process, the City of London can benefit from novel approaches and out-of-the-box thinking that may not arise from traditional avenues.

**Education:** Offers practical learning experiences in leadership, teamwork, and environmental stewardship outside the traditional classroom setting. By actively participating in sustainability projects and initiatives, youth gain firsthand experience and develop essential skills for lifelong environmental responsibility.

**Community Engagement:** Strengthens connections between schools, alumni, and the broader community through shared environmental initiatives and goals. By involving youth in

sustainability efforts, the City of London can foster a sense of community ownership and collective responsibility for environmental stewardship.

**Advocacy for Educational Initiatives:** The Youth Board will advocate for a greater role for educational initiatives within the broader sustainability strategy of the City of London. By prioritizing environmental education and awareness programs, the city can ensure that future generations are equipped with the knowledge, skills, and values necessary to address environmental challenges effectively.

## **Structure:**

### **Membership:**

- One representative from each participating school, selected by the school administration or student body.
- Up to five positions for ex-pupils, chosen based on their continued commitment to environmental activism and leadership. This number may be exceeded should there be a number of suitable candidates in any given year, however, this will be done via a vote by the existing members of the City of London Youth Natural Environment Board.

### **Meetings:**

- Quarterly meetings to be held, providing regular opportunities for collaboration and discussion.
- Meetings to rotate among participating schools to ensure inclusivity and accessibility.
- Virtual attendance options to accommodate diverse schedules and geographic locations.

### **Leadership:**

- Co-chairs selected from among the board members to oversee meetings and represent the board's interests.
- Co-chairs responsible for compiling and presenting quarterly reports to the City of London Natural Environment Board.

### **Working Groups:**

- Establish working groups focused on specific environmental issues or projects, allowing members to delve deeper into areas of interest.
- Working groups to report progress and findings during quarterly meetings for collective brainstorming and feedback.

### **Communication:**

- Maintain regular communication channels among board members through digital platforms (e.g., email, group chats) to facilitate ongoing collaboration and information sharing.
- Establish a dedicated online platform or forum for document sharing, project updates, and discussion.

### **Lead Teacher Coordination:**



- The Lead Teacher for the City of London Environmental and Outdoor Learning Project will serve as the coordinating authority for the Youth Board.
- Responsibilities of the Lead Teacher include:
- Facilitating communication and collaboration among board members.
- Providing guidance and support to the co-chairs and working groups.
- Ensuring alignment with the goals and objectives of the City of London Environmental and Outdoor Learning Project.
- Liaising with the City of London Natural Environment Board to coordinate joint initiatives and activities.
- Overseeing the planning and execution of quarterly meetings and other Youth Board activities.

### **Interaction with the City of London Environment Board:**

City of London Youth Natural Environment Board will serve as a vital link between the youth community and the established City of London Natural Environment Board. This interaction will facilitate the exchange of ideas, perspectives, and initiatives, ensuring that youth voices are integrated into the decision-making processes regarding environmental policies and projects.

### **Collaborative Engagement:**

**Quarterly Reports:** The co-chairs of the Youth Board will present quarterly reports to the City of London Natural Environment Board, highlighting the board's activities, achievements, recommendations and project proposals. These reports will serve as a direct channel for youth input into the city's environmental agenda.

**Consultation and Feedback:** The Youth Board will provide consultation and feedback on environmental initiatives proposed by the City of London Natural Environment Board. This collaborative approach will ensure that youth perspectives are considered and incorporated into decision-making processes.

**Project Collaboration:** The Youth Board may collaborate with the City of London Natural Environment Board on specific projects or initiatives. This partnership will leverage the energy, creativity, and enthusiasm of youth to drive impactful environmental action within the city.

### **Advisory Role:**

**Youth Representation:** The Youth Board will advocate for the interests and concerns of the youth community regarding environmental issues. By representing the diverse voices and perspectives of youth, the board will provide valuable insights and recommendations to the City of London Natural Environment Board.

**Policy Development:** Youth board members may participate in discussions and working groups focused on policy development and environmental planning. Their input will contribute to the formulation of inclusive and youth-friendly policies that address the city's environmental challenges.

**Mutual Learning and Support:**

**Knowledge Exchange:** The interaction between the Youth Board and the City of London Environment Natural Board will foster a dynamic exchange of knowledge, ideas, and best practices. Both boards will have the opportunity to learn from each other's experiences and perspectives, enriching the decision-making process.

**Mentorship and Guidance:** Members of the City of London Natural Environment Board may serve as mentors or advisors to the Youth Board, providing guidance, support, and expertise in environmental advocacy and governance. This mentorship will empower youth leaders and enhance their capacity to effect positive change in their communities.

**Conclusion:**

The collaborative interaction between the City of London Natural Environment Youth Board and the City of London Natural Environment Board represents a unique opportunity to harness the energy, creativity, and passion of youth in driving environmental action and sustainability within the city. By fostering meaningful engagement, mutual learning, and inclusive decision-making, both boards can work together towards a greener, more resilient future for the City of London.

<b>Committee(s)</b>	<b>Dated:</b>
Natural Environment Board	16 May 2024
<b>Subject:</b> Risk Management Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<ul style="list-style-type: none"> <li>• Leading sustainable environment</li> <li>• Providing excellent services</li> <li>• Flourishing public spaces</li> </ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Bob Roberts, Interim Executive Director Environment	<b>For decision</b>
<b>Report author:</b> Joanne Hill, Business Planning and Compliance Manager	

## Summary

This report is presented to provide the Natural Environment Board with assurance that risk management procedures in place within the Environment Department are satisfactory and that they meet the requirements of the Corporate Risk Management Framework and, where applicable, the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. The Cross-Divisional risks are summarised in this report and the detailed register is provided at Appendix 1.

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

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

## Recommendations

Members are asked to:

- A. **Natural Environment Division Risk Register:** Members are asked to confirm, on behalf of the City Corporation as Trustee, that the Natural Environment Cross-Divisional Risk Register (Appendix 1) satisfactorily sets out the key top-level risks to the charities and that appropriate systems are in place to identify and mitigate risks across the charities.
- B. **City Gardens Risk Register:** Members are asked to note the content of this report, the City Gardens Risk Register (Appendix 2), and the action being taken to effectively manage these risks.

## Main Report

### Background

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Each Committee to which the Natural Environment Division of the Environment Department reports receives a quarterly update on the risks relevant to that Committee. This frequency aligns with the City of London's Risk Management Strategy and exceeds the requirements of the Charity Commission.
4. The Interim Executive Director Environment assures the Natural Environment Board that all risks held by the Natural Environment Division and the City Operations Division continue to be managed in compliance with the Corporate Risk Management Framework, and, in the case of the Natural Environment Division, with the Charities Act 2011.
5. Risks are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
6. The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. The cross-divisional risks are summarised in this report and the detailed register is presented at Appendix 1.

7. Each of the Natural Environment charities holds its own risk register which is reported to its respective management Committee.
8. City Gardens is part of the City Operations Division, and its risks are held in a separate risk register which is summarised in this report and provided in full at Appendix 2.

## Current Position

### Natural Environment Cross-Divisional Risks

9. The Natural Environment Director maintains oversight of all risks and holds a Cross-Divisional Risk Register containing risks which are common to most or all Natural Environment charities: individual charities hold their own local risks on these matters, and the cross-divisional risk consolidates them for oversight by the Director.
10. The Natural Environment Director reviews the cross-divisional risks regularly in liaison with her Senior Leadership Team. Since the last report to the Natural Environment Board, all risks have been reviewed and updated in the risk management information system.
11. The Register, summarised below and provided in full at Appendix 1, contains five RED risks and six AMBER risks:
  - **ENV-NE 003: Decline in condition of assets** (*RED, 32*)  
The score of this risk remains high due to ongoing and increasing concerns about inadequate repair and maintenance of operational property across all Natural Environment sites. The Corporation has approved funding for the significant maintenance backlog, including the Natural Environment Division and we are awaiting further information on the planned process and timescales for allocation of funds and prioritisation of works.
  - **ENV-NE 004: Negative impacts from pests and diseases** (*RED, 16*)
  - **ENV-NE 010: Budget pressures** (*RED, 16*)
  - **ENV-NE 014: Lack of asset register** (*RED, 16*)
  - **ENV-NE 015: Impacts of anti-social behaviour on staff and sites** (*RED, 16*)
  - **ENV-NE 001: Risks to health and safety** (*AMBER, 12*)
  - **ENV-NE 002: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
  - **ENV-NE 005: Negative impacts of development and encroachment** (*AMBER, 12*)
  - **ENV-NE 011: Recruitment and retention of staff** (*AMBER, 12*)
  - **ENV-NE 013: Negative impacts of visitor pressure** (*AMBER, 8*)
  - **ENV-NE 012: Negative impacts of carrying out wildlife management** (*AMBER, 6*)  
Following a successful cull of deer at Epping Forest during winter 2023/24, the score of this risk has reduced from RED 16 (major / likely) to AMBER 6

(possible / serious). The work was carried out carefully, responsibly and in accordance with local policies and legal requirements. A detailed report on the 2023/24 season will be presented to Epping Forest and Commons Committee later this month. Proposals for the 2024/25 season are being developed.

### **City Gardens Risks**

12. City Gardens is part of the City Operations Division of the Environment Department, alongside Cleansing Services. The City Gardens Risk Register, summarised below and presented in full at Appendix 2, contains seven risks (one RED, four AMBER, and two GREEN) which are owned and managed by the City Gardens Manager and his Management Team.
13. Since the last report to the Natural Environment Board, all risks have been reviewed and updated in the risk management information system. The risks are listed below with their current score and notes summarising significant recent updates, where applicable.
  - **ENV-CO-GC 018: Negative impacts of public behaviour** (*RED, 16*)
  - **ENV-CO-GC 011: Tree and plant diseases and other pests** (*AMBER, 12*)
  - **ENV-CO-GC 016: Staff resources** (*AMBER, 12*)  
The score of this risk has reduced from RED 16 (major / likely) to AMBER 6 (possible / serious) following the recruitment of four new apprentice gardeners in January. Four additional posts are currently going through the recruitment process and this should further reduce the risk in due course.
  - **ENV-CO-GC 017: Decline in condition of assets** (*AMBER, 12*)  
The score of this risk has also reduced from RED 16 (major / likely) to AMBER 6 (possible / serious) following confirmation of approval of funds to address the backlog of maintenance works. We aim to reduce the score further once allocation of funds is confirmed and works are underway.
  - **ENV-CO-GC 009: Risk to health and safety** (*AMBER, 8*)
  - **ENV-CO-GC 015: Electric vehicles** (*GREEN, 4*)
  - **ENV-CO-GC 012: Climate and weather** (*GREEN, 3*)  
A plant species catalogue which identifies more drought-tolerant species, and those better able to cope with range of climate conditions has now been developed. This has enabled the current score of this risk to be reduced from AMBER 6 (possible / serious) to the target score of GREEN 3 (possible/minor).

### **Risk Management Process**

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

15. 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.
16. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and, where applicable, the requirements of the Charities Act 2011.

### **Identification of New Risks**

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

### **Corporate and Strategic Implications**

18. 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.
19. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being considered as part of the development of the Natural Environment and City Operations Divisions' emerging strategies.
20. 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**

21. 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, where applicable, the Charities Act 2011.

### **Appendices**

- Appendix 1 – Natural Environment Cross-Divisional Risk Register
- Appendix 2 – City Gardens Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

**Contact**

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# Natural Environment Division Cross-divisional Risk Register

Generated on: 20 April 2024



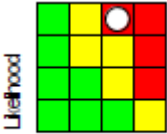
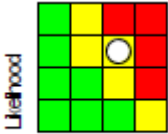

Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p><b>P</b>                      ENV-NE 003                      Decline in condition of assets</p>	<p><b>Cause:</b> Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites. Reduced CWP budget and limited capital programme.  <b>Event:</b> Fail to meet statutory regulations and checks. Operational, residential or public buildings deteriorate to unusable/unsafe condition.  <b>Effect:</b> Potential serious health and safety risks including fatality or serious injury to users. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation and poor customer satisfaction; increased requirement and costs for reactive maintenance and lack of budget to replace. Delays will have operational impact. Poor condition of assets, loss of value, permanent closure.</p>		<p>32</p>	<p>This risk has been assessed as Red 32 (Likely; Extreme) due to ongoing and increasing concerns about inadequate repair and maintenance of operational property across all Natural Environment sites.</p> <p>The Environment Department is Lead Client for its operational property with inspections managed and records kept by the City Surveyor's Department (CSD).</p> <p>The Corporation has approved funding for the significant maintenance backlog, including the Natural Environment Division. We are awaiting process and timescales.</p> <p>Officers also continue to seek alternative funding or other opportunities to enable repair and</p>		<p>24</p>	<p>31-Mar-2025</p>	

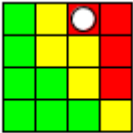
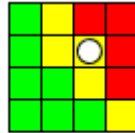

## Appendix 1

30-Aug-2017 Emily Brennan				<p>maintenance works to be undertaken outside the Cyclical Works Programme (CWP).</p> <p>A condition survey of high-priority lodges was undertaken and work is underway to feed back the findings and prioritise work internally and with CSD.</p> <p><b>19 Apr 2024</b></p>			Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 003a	Liaise with City Surveyor's Department and other internal departments to press for action to be taken especially in regard to the most urgent issues.	We continue to work with the City Surveyor's Department to resolve service delivery issues.	Jo Hurst	19-Apr-2024	31-Mar-2025
ENV-NE 003b	Keep risk under regular review and monitor the actions and progress of each Natural Environment site.	This is a standing agenda item for discussion at all Senior Leadership Team meetings.	Emily Brennan	19-Apr-2024	31-Mar-2025
ENV-NE 003d	Create a comprehensive asset register.	A full review of Natural Environment assets is underway. The outcome will be the compilation of a comprehensive, accurate asset register which will enable us to identify ownership of our assets. A Charity Asset Officer is under recruitment as part of the NECR to ensure assets are recorded correctly and consistently. Value and condition may form part of that project.	Jo Hurst	19-Apr-2024	31-Dec-2024

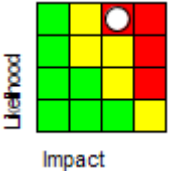
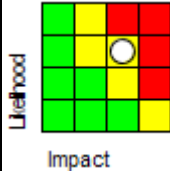
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE 004</b> <b>Negative impacts from pests and diseases</b>  Page 35 19 Aug-2017 Emily Brennan	<b>Causes:</b> Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; ‘natural’ spread of pests and diseases from neighbouring areas. <b>Event:</b> Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut. <b>Effect:</b> Service capability disrupted; public access to sites restricted; tree decline; reputational damage; increased cost of monitoring and control of invasive species; risk to human health from OPM or other invasive or indigenous species; loss of key native species; threat to existing conservation status of sites particularly those with woodland habitats.	 Likelihood Impact	<b>16</b>	This risk is currently scored as Red 16 (likely/ major) due to the potential biodiversity, financial and human health impacts associated with pests and diseases across many of our Natural Environment sites.  The regional and national situation is monitored on a regular basis. Staff across all Natural Environment sites are carrying out a range of actions, such as inspections, spraying and pest removal to mitigate the impact of this risk and with the aim of reducing it to the target score.  <b>19 Apr 2024</b>	 Likelihood Impact	<b>12</b>	31-Dec-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 004a	Cooperation and coordination across the Natural Environment Division and wider Department.	Natural Environment sites collaborate to share information and knowledge. This ongoing cooperation and coordination includes other parts of the Environment Department such as City Gardens and the Cemetery and Crematorium.	Emily Brennan	19-Apr-2024	31-Dec-2024
ENV-NE 004b	Regular review and monitoring of sites' local risks.	The risks of each individual site are kept under regular review.	Emily Brennan	19-Apr-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE 010</b> <b>Budget pressures</b>  Dec-2022 Emily Brennan	<b>Cause:</b> Reduction in income and the need for greater investment in order to deliver services. <b>Event:</b> Inability to generate income results in insufficient financial resources to maintain the quality of service. <b>Effect:</b> Decline in quality of services; inability to respond to the impacts of other business risks.	 Likelihood Impact	<b>16</b>	The new post of Assistant Director, Charity Development has recently been recruited to. The post holder will work on development of a Fundraising Strategy, collaborating with colleagues across the Corporation to identify funding sources. The Strategy will include clear targets, define priority income streams and help to develop a coordinated approach.  The Natural Environment Charity Review will also aim to restrict funds for specific use within the Natural Environment Division.  <b>19 Apr 2024</b>	 Likelihood Impact	<b>12</b>	31-Dec-2024	  Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 010a	Develop an Income Generation Strategy.	The new Assistant Director Charity Development will take this forward and seek approval for the final version.	Jo Hurst	19-Apr-2024	31-Dec-2024



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE 015 <b>Impacts of anti-social behaviour on staff and sites</b>  02-Jan-2024 Emily Brennan	<b>Cause:</b> Anti-social behaviour of members of the public. <b>Event:</b> Anti-social, irresponsible or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions. <b>Effect:</b> Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.		16	We are developing a departmental approach to tackling abuse of staff; encouraging responsible behaviour and rapid reporting; putting preventative measures in place; collaborating with police and other enforcement agencies to minimise incidents.  <b>19 Apr 2024</b>		12	31-Mar-2025	Constant
							Reduce	

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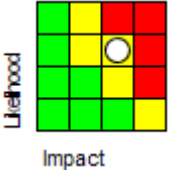
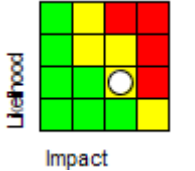
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 015a	Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is being trialled, following which a decision will be taken as to a permanent arrangement and departmental policy.	Emily Brennan	19-Apr-2024	30-Jun-2024
ENV-NE 015b	Training for staff on conflict management.	First-time or refresher training for staff on conflict management will be organised as part of a departmental arrangement.	Emily Brennan	19-Apr-2024	31-Dec-2024
ENV-NE 015c	Build enforcement partnerships.	This is ongoing at each site with relevant local agencies and partners.	Emily Brennan	19-Apr-2024	31-Dec-2024
ENV-NE 015d	Educate visitors to use the sites responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing at each site as appropriate.	Emily Brennan	19-Apr-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE 001</b> <b>Risks to health and safety</b>  Aug-2017 Emily Brennan	<b>Causes:</b> The operation of vast, widespread and diverse public green spaces carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors. <b>Event:</b> Incident or accident with health and safety implications. <b>Effect:</b> Injury or death of a member of the public, volunteer, staff or contractor.		<b>12</b>	Due to the nature of our sites and the types of activities carried out, there are a range of health and safety risks associated with working practices and use of the sites.  Each site has appropriate mitigating actions in place. The Department's Health and Safety Manager provides advice and assistance with identifying and managing health and safety risks.  We expect the risk score to reduce further as vacancies are filled and new staff become familiar with, and support implementation of, policies, processes and safe working practices.  <b>19 Apr 2024</b>		<b>8</b>	31-Dec-2024	
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 001a	Regular review and monitoring of health and safety risks held by individual sites.	The Director keeps the health and safety risks of individual sites under review.  Major health and safety risks are identified and discussed at Senior Leadership Team meetings.	Emily Brennan	19-Apr-2024	31-Dec-2024
ENV-NE 001b	Seek support and advice from Departmental Health and Safety Manager and other relevant health and safety resources.	The Environment Department's Health and Safety Manager is actively engaged in assisting sites to identify and manage their health and safety risks.  Relevant staff are members of departmental and divisional health and safety groups at which issues are discussed, knowledge shared, and advice and support provided.	Emily Brennan	19-Apr-2024	31-Dec-2024

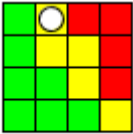
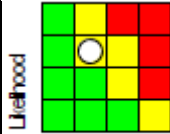




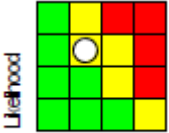
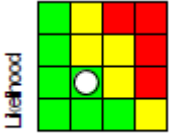
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE 005 <b>Negative impacts of development and encroachment</b>  30-Aug-2017 Emily Brennan	<p><b>Cause:</b> Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; unsuccessful challenges; lack of resources to employ specialist support, carry out necessary monitoring/research or consult on Local Plans; lack of partnership working with, and engagement from, Planning Authorities.</p> <p><b>Event:</b> Major development(s) have a negative impact on our sites through loss and damage to habitats. Increase in visitor numbers.</p> <p><b>Effect:</b> Loss, damage, destruction or fragmentation of habitats. Increased damage through high visitor numbers. Encroachment/loss of land.</p>		<p><b>12</b></p>	<p>Staff at all Natural Environment sites work with their neighbouring local authorities and consult with stakeholders. They seek out opportunities to integrate sustainability into proposed developments, e.g. asking for CIL funds from developers to mitigate the impact where possible. They also do what they can to limit the impact of increased visitor numbers.</p> <p><b>19 Apr 2024</b></p>		<p><b>8</b></p>	<p>31-Dec-2024</p>	<p>Constant</p>
							<p>Reduce</p>	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 005a	Regular monitoring of the risks held by individual sites and action taken.	The Director keeps the risks held by individual sites under review and is notified by her Assistant Directors of any specific planning issues and concerns that arise.	Emily Brennan	19-Apr-2024	31-Dec-2024



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE 013 Negative impacts of visitor pressure  22-Aug-2023 Emily Brennan	<p><b>Cause:</b> Continual increase in number of visitors due to greater popularity of natural environment sites, population growth and new housing in local areas.</p> <p><b>Event:</b> Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest and SACs which are not designed for such high visitor numbers. Increased use of car parks and parking on adjacent roads and land.</p> <p><b>Effect:</b> Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Works to improve visitor infrastructure are being undertaken where possible and/or funding to enable this work is being sought.</p> <p>Education of visitors to encourage responsible use of sites is carried out via publicity, social media messaging and signage. Opportunities to increase this will be sought and taken up.</p> <p><b>19 Apr 2024</b></p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Dec-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 013a	Improve visitor infrastructure.	Seek ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage.	Emily Brennan	19-Apr-2024	31-Dec-2024
ENV-NE 013b	Carry out education and messaging campaigns to encourage responsible use of the sites.	Carry out education and messaging campaigns at our sites to encourage the public to use sites responsibly in order to conserve them for the future.	Emily Brennan	19-Apr-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>ENV-NE 012  <b>Negative impacts of carrying out wildlife management</b></p> <p>22-Aug-2023                      Emily Brennan</p>	<p><b>Cause:</b> Control of wildlife is necessary across the Natural Environment sites to ensure populations remain healthy and in balance with their environment, to conserve biodiversity and protect carbon stocks. For example, deer culling and grey squirrel control. Humane despatch of injured wildlife may also be necessary. These activities often require the use of firearms.</p> <p><b>Event:</b> Failure to maintain and/or follow robust plans and policies to undertake deer culling and other wildlife controls responsibly, to a sufficiently high standard, in compliance with legal requirements, and with due regard to health, safety and animal welfare.</p> <p><b>Effect:</b> Injury to staff or members of the public due to non-compliant use of firearms, lone working etc; risk to human health; road traffic accidents; damage to property. Detrimental impact on stakeholder relationships; negative publicity; reputational risk.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p>	<p>Deer management is a key issue at Epping Forest - contractors successfully carried out a cull during winter 2023/24. This was managed carefully to ensure the work was undertaken responsibly and in accordance with local policies and legal requirements. There were no incidents or issues. We worked closely with the Media Team to manage communications.</p> <p>We are preparing a report on the 2023/24 season and plans for the 2024/25 season. We have recently recruited a Wildlife Manager to increase in-house capacity and expertise.</p> <p>Other wildlife management actions and associated policies are in place across the division and are kept under regular review to manage the risk.</p> <p>The current score of this risk has been reduced to 6 (Likelihood: possible / Impact: serious) and we aim to reduce it further by the end of the financial year.</p> <p><b>19 Apr 2024</b></p>	 <p>Likelihood</p> <p>Impact</p>	<p>4</p>	<p>31-Mar-2025</p> <p>Reduce</p>	<p>↓</p> <p>Decreasing</p>

## Appendix 1

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 012a	Deer management at Epping Forest	Contractors successfully carried out a deer cull at Epping Forest during winter 2023/24. We are developing proposals for deer management for the 2024/25 season.	Jacqueline Eggleston	19-Apr-2024	31-Mar-2025
ENV-NE 012c	Work with the Media Team to manage communications.	Work closely with the Media Team to manage communications about deer management and other wildlife control.	Emily Brennan	19-Apr-2024	31-Dec-2024
ENV-NE 012d	Review, update and communicate relevant policies.	Divisional and site-specific Firearms and other relevant policies (e.g. lone working) are reviewed and updated on a regular basis, and are communicated to appropriate staff.	Emily Brennan	19-Apr-2024	31-Dec-2024

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# City Gardens Risk Register

Generated on: 20 April 2024



Rows are sorted by Risk Score

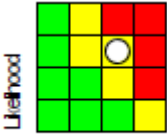
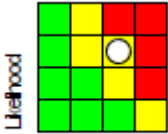
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 03 Negative impacts of public behaviour 04-Aug-2022 Jake Tibbetts	<b>Cause:</b> Problematic, anti-social and criminal behaviour. <b>Event:</b> Litter; public urination and defecation (human and dog); dog fouling, dog attacks, street drinking; drug use; vandalism; wanton damage and theft. <b>Effect:</b> Damage and loss of assets; reduction in user experience and satisfaction; increased costs of cleaning and repairing damage; reputational harm.	Likelihood Impact	<b>16</b>	Irresponsible public behaviour continues to be an issue in and around our sites. Actions are in place to address anti-social, criminal and other problematic behaviours.  We are in the process of recruiting a Keeper who will have enforcement duties. Once this individual is in post, we hope to be able to reduce the risk score.	Likelihood Impact	<b>6</b>	31-Mar-2025	
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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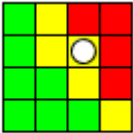
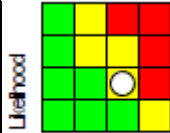

## Appendix 2

ENV-CO-GC 018a	Continue to use Park Guard to engage with ASB offenders, and the Outreach Team in regard to rough sleepers. Maintain and develop relationship with City Police.	<p>We continue to work to identify a solution and improve the situation.</p> <p>We continue to work in partnership with ParkGuard to engage with ASB offenders, and with the City's Outreach Team to engage with rough sleepers. We are feeding into the ASB Working Group and providing data to them.</p>	Jake Tibbetts	17-Apr-2024	31-Mar-2025
ENV-CO-GC 018b	Explore the possibility of using Street Enforcement Officers to enforce byelaws within City Gardens.	<p>We are working more closely with 'Street Environment Officers (SEOs). We are in the process of recruiting a Keeper who will have powers to enforce legislation.</p> <p>We will work with City Solicitor's Department to assess how appropriate it would be to introduce PSPO's across the City Gardens.</p>	Jake Tibbetts	17-Apr-2024	31-Mar-2025



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 011 Tree and plant diseases and other pests  24-Feb-2022 Nicola Smith; Jake Tibbetts	<p><b>Cause:</b> Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, Xyella.</p> <p><b>Event:</b> Sites become infected by plant or tree diseases.</p> <p><b>Effect:</b> Threat to human health, either directly or indirectly; service capability disrupted; ineffective use of staff resources; damage to corporate reputation; loss of species; site closures (temporary) and associated access; increased costs for reactive maintenance.</p>	 <p>Lifehood</p> <p>Impact</p>	12	This risk includes plant diseases such as Xyella which, while not known to be present in the UK, has spread in Europe, including France.  <b>17 Apr 2024</b>	 <p>Lifehood</p> <p>Impact</p>	12	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 011a	Ongoing action: Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/ prevention.	Provision of staff training is continuing. Information on training is shared through the Departmental Health and Safety Group, Equalities Board, SLT, and other avenues.	Nicola Smith	17-Apr-2024	31-Mar-2025
ENV-CO-GC 011b	Ongoing action: Annual tree inspections undertaken by qualified personnel through framework contract.	An annual programme is in place for cyclical inspections and targets are being met.	Jake Tibbetts	17-Apr-2024	31-Mar-2025
ENV-CO-GC 011c	Ongoing action: Maintain relationships with industry bodies, internal CoL departments, and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies, internal partners and neighbouring local authorities continue to be maintained.	Jake Tibbetts	17-Apr-2024	31-Mar-2025

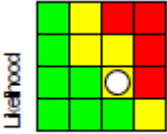
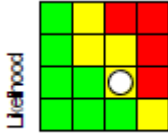
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-CO-GC 016 Staff resources</b>  Page 50 04-Aug-2022 Jake Tibbetts	<b>Cause:</b> Aging workforce combined with difficulties in recruitment and retention of younger workforce due to remuneration and benefits package becoming increasingly uncompetitive for the market sector. <b>Event:</b> Reduction in skill and human resources within the service. <b>Effect:</b> Increased staff absence due to sickness; inability to deliver the necessary level of service or meet business objectives; increased number of complaints from the public; negative publicity/reputational damage.	 Likelihood Impact	<b>12</b>	Gardening resource will increase in recognition of the increased volume of work, with four additional posts currently going through the recruitment process. This should increase staff satisfaction in the workplace. In addition, we recruited four new apprentice gardeners in January.  As a result of this progress, we have reduced the risk score to 12 and now aim to reduce it further by the end of the year.  <b>17 Apr 2024</b>	 Likelihood Impact	<b>8</b>	31-Dec-2025	  Decreasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENC-CO-GC 016a	Review the overall work package and consider how the offer can be developed to increase desirability of roles.	The new Corporate People Strategy has been published. We will re-evaluate the situation as the reward and development elements are clarified.	Jake Tibbetts	17-Apr-2024	30-Sep-2024
ENV-CO-GC 016c	Work towards securing a rolling apprentice programme to ensure continuous apprentices in City Gardens.	We recruited four new levy-funded apprentices in January 2024. The next recruitment of apprentices will take place in September 2025	Jake Tibbetts	17-Apr-2024	30-Sep-2024



## Appendix 2

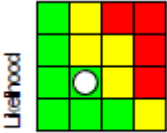
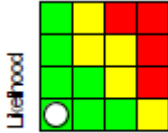

			owner	Date	
ENV-CO-GC 017a	Undertake an annual review of the 20 year programme of investment and maintenance of all built assets.	The 20-year works programme is reviewed on an annual basis.	Jake Tibbetts	17-Apr-2024	31-Mar-2025
ENV-CO-GC 017b	Carry out inspections and report defects as they arise. Ensure that unresolved actions are highlighted to City Surveyor's Department.	This is an ongoing action. All necessary inspections are carried out and any defects are reported to City Surveyor's Department.	Jake Tibbetts	17-Apr-2024	31-Mar-2025
ENV-CO-GC 017c	Undertake regular internal review and monitoring of condition and safety of assets.	Internal checks are carried out on an ongoing basis. These are monitored every quarter to ensure they have been completed.	Jake Tibbetts	17-Apr-2024	31-Mar-2025
ENV-CO-GC 017d	Re-establish regular liaison meetings with City Surveyor's Department (CSD).	Due to the complexity of City Gardens' sites, several teams from the City Surveyor's Department are involved in the repair and maintenance of our assets. We are working to establish six-monthly meetings with all relevant CSD contacts in order to improve communication and awareness of our requirements.	Jake Tibbetts	17-Apr-2024	30-Jun-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC <b>009 Risk to health and safety</b>  24-Feb-2022 Nicola Smith; Jake Tibbetts	<p><b>Cause:</b> Failure to adhere to health and safety policies and procedures. Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits.</p> <p><b>Event:</b> Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City.</p> <p><b>Effect:</b> Injury to staff, volunteers, contractors or member of the public; prosecution and fine by HSE and/or Police; increased insurance premiums; reputational damage.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>While we cannot remove this risk, we continue to take actions to mitigate it as far as possible and maintain the score at the current level.</p> <p>Health and safety procedures are kept under regular review and the Emergency Plan will be reviewed and updated during the coming months.</p> <p>A recent review of City Gardens' health and safety procedures produced positive results. Some additional practices were recommended, such as increasing the number of external audits that are carried out, and we are working to implement these.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>Accept</p>	<p>Constant</p>
							<p>Accept</p>	

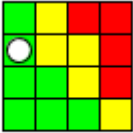
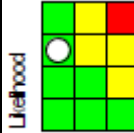

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 009a	Ongoing action: Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers continue to report accidents, incidents and near misses. Accidents are subject to investigation and review by the Departmental Health and Safety Group.	Jake Tibbetts	17-Apr-2024	31-Mar-2025
ENV-CO-GC 009b	Ongoing action: Monitor compliance by contractors (City Surveyor's and external) with the Contractor Protocol. Regularly review documentation and processes in light of investigation findings and changes in legislation.	The Contractor Protocol covers works undertaken by City Surveyor's Department and external contractors. All contractors are required to sign up to, and comply with, the Protocol: it has been implemented with existing contractors and is rolled out to new contractors as required. Regular progress meetings are held with City Surveyor's Department and other service areas when working on larger projects.	Jake Tibbetts	17-Apr-2024	31-Mar-2025

## Appendix 2

ENV-CO-GC-009d	Ongoing action: Essential and desirable training needs are identified for each staff role. All staff are required to undertake security and terrorism training, e.g. Project Griffin, Argus and Prevent. Completion of appropriate training is kept under review.	<p>The staff training programme is regularly reviewed, and individual training is monitored.</p> <p>City Gardens staff have attended counter-terrorism training. Mandatory corporate e-learning on ACT ('Action Counters Terrorism') has been rolled out to all staff. The 'Protect UK' App has been downloaded to the mobile phones of all staff.</p> <p>First Aid training is currently a focus for the City Gardens Team.</p>	Jake Tibbetts	17-Apr-2024	31-Mar-2025
ENV-CO-GC-009f	Review and update the Emergency Plan.	The Emergency Plan is to be updated and reviewed, taking into consideration the revised departmental and divisional structure.	Jake Tibbetts	17-Apr-2024	31-Mar-2025
ENV-CO-GC-009g	Seek options for a greater number of external audits.	We will look at options for introducing more external audits of City Gardens' health and safety practices.	Jake Tibbetts	17-Apr-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 015 Electric vehicles  04-Aug-2022 Jake Tibbetts	<p><b>Cause:</b> Replacement of the entire fleet is required in order to meet the corporate requirement to operate an entirely electric fleet. There is a lack of electric vehicle options for the type of fleet we run, and lead-in periods are longer than the current contract runs for. The existing contract has been extended to the maximum permitted spend.</p> <p><b>Event:</b> Existing contract expires before we are able to receive new vehicles, leaving us without a fleet.</p> <p><b>Effect:</b> Service failure due to lack of vehicles, or significantly increased costs from procurement of a new temporary fleet.</p>	 <p>Liability Impact</p>	4	<p>We have awarded a contract for the lease hire arrangement of new vehicles. We have received one vehicle and two more are due to be delivered imminently.</p> <p>In addition, we have purchased one vehicle which is now in use. This vehicle is diesel as no electric option is available for this type of use.</p> <p><b>17 Apr 2024</b></p>	 <p>Liability Impact</p>	1	30-Jun-2024  Reduce	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 015a	Negotiate a contract with a supplier who can provide replacement vehicles but also temporary vehicles to bridge the period between the end of the existing contract and delivery of the new vehicles.	We have awarded a contract for the lease hire arrangement of the new vehicles. One has been received and two further vehicles are expected imminently.	Jake Tibbetts	17-Apr-2024	30-Jun-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-CO-GC 012 Climate and weather</b>  24-Feb-2022 Nicola Smith; Jake Tibbetts	<b>Cause:</b> Severe wind events; prolonged drought conditions; extreme temperatures; prolonged precipitation or restricted precipitation. May be climate change influenced. <b>Event:</b> Severe weather/climate at one or more sites. <b>Effect:</b> Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; damage/loss of habitats and species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; in the case of extreme temperatures, direct negative impact on the health of members of staff.	 Likelihood Impact	3	The Extreme Weather Policy is in place and improves our ability to reduce risk by closing sites before extreme weather events occur.  The ‘working in heat’ risk assessment incorporates current guidance from the HSE regarding working in heat. The staff ‘Working Safely’ manual has been updated to reflect the changes in the risk assessment.  We have now produced a plant species list which is being employed on future projects.  Completion of these actions has reduced the risk score to the target of 3 (possible/minor).	 Likelihood Impact	3	Accept	  Decreasing
							17 Apr 2024	Accept

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 012a	Increased variety of species planted in order to ‘spread the risk’, e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels.	We have produced a plant species list which we will review and improve annually as lessons are learnt. We will also share the list with external partners and ask for their feedback. This is captured in strategic documents e.g. CoL Tree Strategy SPD.	Jake Tibbetts	17-Apr-2024	31-Mar-2025
ENV-CO-GC	Ongoing action: Monitor weather warnings: fire severity	An Extreme Weather Policy is in place to monitor extreme weather conditions and take	Jake	17-Apr-	31-Mar-



012c	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.	appropriate actions.  The Policy includes procedures to close sites with trees, where it is possible to do so, when there are severe alerts of amber and red with gusts of 45mph or more. An action log of these decisions is maintained in order to monitor patterns.	Tibbetts	2024	2025
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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)

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**(B) Impact criteria**

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

**(C) Risk scoring grid**

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

**(D) Risk score definitions**

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	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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<b>Committee(s)</b> Natural Environment	<b>Dated:</b> 16 May 2024
<b>Subject:</b> Enjoying Green Spaces and the Natural Environment – 2023-24 grant awards and funding criteria review	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Diverse Engaged Communities, Leading Sustainable Environment and Vibrant Thriving Destination
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Report of:</b> David Farnsworth, Managing Director of City Bridge Foundation <b>Report Author:</b> Tilly Holmes, Funding Officer, Central Funding and Charity Management Team	<b>For Decision</b>

### Summary

The Enjoying Green Spaces and the Natural Environment (EGS) funding theme was initiated in August 2016 and forms part of the Central Grants Programme (CGP). For the 2023-24 round, the Central Funding and Charity Management Team (CFCMT), formerly the Central Grant Unit, assessed 16 eligible applications for £73,333 available funds. Six organisations have been awarded funding for projects that will take place across the different Opens Spaces overseen by the Natural Environment Division.

The current grant criteria have been reviewed and officers propose several changes which they hope will better align the fund with departmental strategies and ensure the fund is as effective as possible.

### Recommendations

Members are asked:

- To note the allocation of grant aid for 2023-24 approved under delegated authority to the Natural Environment Chairman and Deputy Chairman
- Approve the proposed amendments to the current *Enjoying Green Spaces and the Natural Environment* funding criteria as referenced in paragraph 12.

## Main Report

### Background

1. On 18 July 2016, your Committee agreed the Enjoying Green Spaces and the Natural Environment (EGS) funding stream. This grant scheme awards funding between £2,000 and £15,000 to community, voluntary and charitable groups under four sub-themes:

- Connecting communities with their green spaces
- Improving the conservation value of the green spaces
- Improving our knowledge of the biodiversity of the green spaces
- Improving mental health through the use of green spaces

See **Appendix 1** for full eligibility criteria.

2. Your Committee delegated authority to the Natural Environment Director in consultation with your Chairman and Deputy Chairman to agree the award of grants.
3. The Enjoying Green Spaces and the Natural Environment funding stream (EGS) is overseen by CoLC's Central Funding and Charity Management Team (CFCMT).
4. EGS opened to applications last year in August 2023. The closing date for applications last year was 6<sup>th</sup> November 2023. Sixteen submissions were received with a total funding request value of £212,417.
5. Applications and applicant organisations underwent due diligence checks by the CFCMT to ensure compliance with the established eligibility criteria.
6. Twelve of the applications were eligible and underwent a full assessment by grants officers. Those applications were reviewed and assessed by the Natural Environment Director and other senior Natural Environment officers at the EGS Officer Panel on 28<sup>th</sup> February 2024.
7. The funding award recommendations were approved by the Chairman and Deputy Chairman under delegated authority.

### Current Position - 2023-24 Awards

8. The Central Grants Programme has an annual City's Estate budget of £220,000 split across three grant programmes. EGS receives an annual budget of the £73,333 to allocate to eligible applications. In 2023-24 funding of £73,635 was awarded over six grants, a list of these grants can be found at **Appendix 2**. The overspend on this programme has been covered by funds written back in year and allocated to the programme.
9. Those organisations that were unsuccessful have been informed and feedback has been offered to all unsuccessful applicants to ensure they have a better chance of being successful in the future.

## Review

10. The grant scheme has been operating for eight years and officers (including the EGS Officer Panel) have reviewed the current criteria, taken into consideration all applications and sent a brief questionnaire to all applicants to the programme. Highlights include:

- 27 questionnaires were returned
- Most applicants had prior knowledge of the fund and/or heard about it from Corporation officers
- Most successful applicants had sought out and received pre-application advice, and some unsuccessful applicants had not
- Several applicants suggested that having an outcome by the end of the year/early the following year would better suit the way they programme activities
- An applicant made a comment that they found the website wording 'Grants of up to £20,000 may be considered in exceptional cases' misleading.

11. The CFCMT have reviewed the criteria for the programme and aligned it to updated Natural Environment Strategies. A focus group was set up with the Natural Environment Leadership Team to feed into the criteria review. The group assessed the following:

**Geographic eligibility** – Located in the Square Mile, City Gardens are eligible for CILNF funding (also distributed by the CFCMT). The CILNF has a healthy budget and has larger possible maximum awards, so it is recommended that City Gardens are no longer included under EGS.

**Sub-themes** – The sub-themes were reviewed against the Natural Environment Vision and four strategies on access and recreation; culture, heritage and learning; nature conservation and resilience; and community engagement. As well as providing some greater specificity under the 'Connecting communities with their green spaces' sub-theme, a new sub-theme 'Providing opportunities for children and young people to learn and have fun,' is recommended. It is recommended that all applications meet the sub-themes 'Improving the conservation value of the green spaces' or 'Improving our knowledge of the biodiversity of the green spaces,' in addition to at least one of the remaining sub-themes ('Connecting communities with their green spaces,' 'Providing opportunities for children and young people to learn and have fun,' and 'Improving wellbeing through the use of green spaces').

**Timeline** – In the applicant survey, several organisations expressed that having an outcome by the end of the year/early the following year would work better for how their organisations programme activities. Grants assessors would also benefit from changing the dates for EGS to better manage the CFCMT workload. It is recommended that the funding stream opens annually

at the start of June, closes in mid-September, with the panel held annually in early December.

**Maximum grant** – With a small budget, the allowance for ‘exceptional projects’ at a £20k maximum for those cases is inappropriate and inequitable.

**Reapplying for funding** – To further limit organisations becoming dependent on this funding stream, it is recommended that organisations which have already received three years’ funding will be subject to a fallow period of 12 months before they can apply to the fund for the same work.

## 12. Proposed changes to funding criteria

- Remove City of London Gardens from ‘Where we fund’
- Amend the current sub-themes to better align with Departmental strategies
- Add another sub-theme; ‘Providing opportunities for children and young people to learn and have fun’
- Change the timeline so that the fund opens to new applications annually at the start of June, closes to annually in mid-September, and the panel is held annually in early December
- Remove the option that applications ‘up to £20,000 may be considered in exceptional cases’
- Add the rule that organisations who have already received three years’ funding will be subject to a fallow period of 12 months before they can apply to the fund for the same work.

13. In addition to the proposed criteria changes, officers will be making a number of procedural changes in response to feedback. Those include: communicating more explicitly both the pre-application advice offer and the need for the appropriate licencing/permissions in advance of funding being released; working more closely with Natural Environment officers; publishing previously funded projects on the website; and focusing on ensuring those who were unsuccessful receive helpful feedback.

## Corporate & Strategic Implications

14. **Corporate Plan Implications:** EGS helps deliver aims and outcomes of the Corporate Plan 2024-2029, particularly Diverse Engaged Communities, Leading Sustainable Environment and Vibrant Thriving Destination. It also supports all the main objectives of the Natural Environment Department’s strategies, including:

- Encourage respectful use of our open spaces; visitors will respect one another and care for the open spaces
- Provide welcoming places that people from all backgrounds feel comfortable to explore
- Build advocacy and encourage people to learn about, care for and protect the natural world around them



- Developing communities of interest who support providing a programme of activities which deliver wide-ranging benefits for people including wellbeing, nature connection, confidence, understanding and involvement
  - To protect and enhance the biodiversity of our open spaces
  - Cultivating a sense of deep pride in our spaces amongst users.
15. **Security Implications:** All EGS applications are considered in consultation with the Natural Environment team to ensure the safety of the public.
16. **Financial Implications:** EGS sits under the Central Grants Programme which is funded on an ongoing basis, all grant assessment and management costs are covered by CFCMT budget.
17. **Equalities and Resourcing Implications:** CFCMT assess and manage all grants according to best practice, ensuring Equity, Diversity and Inclusion considerations are built into each stage of the process.

## Conclusion

18. This report summarises the discussions of the Enjoying Green Spaces and the Natural Environment (EGS) grants assessment panel. It also presents recommendations in relation to the funding criteria to ensure EGS aligns with departmental strategies and is as effective as possible.
19. Terms of reference can be found at **Appendix 3**.

## Appendices

- Appendix 1** – Enjoying Green Spaces and the Natural Environment – Criteria with amendments
- Appendix 2** – Enjoying Green Spaces and the Natural Environment – Awards 23-4
- Appendix 3**– Enjoying Green Spaces and the Natural Environment – Terms of reference

## Background Papers

- Enjoying Open Space and the Natural Environment granting funding theme report, Open Spaces & City Gardens, 6 June 2016
- Implementation of Grant Theme – Enjoying Open Space and the Natural Environment, Open Spaces & City Gardens, 18 July 2016
- Enjoying Open Spaces and the Natural Environment - Award of grants and review of grant aid criteria, Open Spaces & City Gardens, 8 April 2019

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## Enjoying Green Spaces and the Natural Environment (EGS)

### 1. Where EGS funds

Grants issued through this programme will be awarded to projects where the majority of impact will be on the [City of London Corporation's green spaces](#) and/or [City of London gardens](#). We ask that organisations make sure they meet the geographical eligibility criteria before applying. If they are unsure, we ask that they get in touch with [the Central Funding and Charity Management Team](#) (CFCMT) to confirm eligibility.

### 2. Types of work to be supported

The Enjoying Green Spaces and Natural Environment (EGS) funding scheme has been separated into five sub-themes. **Funding will be awarded to organisations that address at least one of the first two sub-themes, and at least one of the remaining three sub-themes, on a project (and associated overheads) basis.**

The first two sub-themes are:

- **Improving the conservation value of the green spaces**

**The City of London Corporation is committed to supporting the achievement of Net Zero.** The activities supported through this sub-theme should aim to assist with the conservation of the City Corporation's green spaces and should be able to demonstrate positive actions and outcomes. This could be via practical work on the ground, production of plans or a combination of both.

- **Improving our knowledge of the biodiversity of the green spaces**

The activities supported through this sub-theme should help improve our knowledge of the biodiversity of the City Corporation's green spaces. This could include survey or inventory projects or small-scale research projects on species habitats found in green spaces. They could include comparative studies using other locations/sites, but the majority of the project should be carried out on a City Corporation green space. Projects should be able to demonstrate positive actions and outcomes.

The remaining three sub-themes are:

- **Connecting communities with their green spaces**

The activities supported through this sub-theme should help local communities connect with the City Corporation's green spaces **and encourage respectful behaviour on those spaces. Projects should facilitate a deep sense of pride, encouraging communities to participate in and advocate for our natural assets.** ~~Projects are particularly encouraged from community or voluntary groups who work with local communities that infrequently visit, enjoy and engage with their local green space.~~ **We particularly encourage applications for bespoke proposals from organisations with expertise and experience working with people from disadvantaged communities.**

The projects should demonstrate positive outcomes for these newly connected communities and should demonstrate how they will support the groups to continue to visit the green spaces. ~~after the end of the project.~~

- **Providing opportunities for children and young people to learn and have fun**

There is growing concern that opportunities for children to learn in nature are becoming limited, impacting on child development. The projects supported through this sub-theme should help address this. They should provide opportunities for children and young people to build confidence and gain understanding while feeling safe and having fun on the Corporation's green spaces and heritage assets.

We particularly encourage applications for bespoke proposals from organisations with expertise and experience working with young people struggling with education and/or employment.

The proposals should demonstrate positive outcomes for these communities and should demonstrate how they will support the groups to continue to visit the green spaces.

- **Improving wellbeing through the use of green spaces**

Good mental health lies at the heart of wellbeing and quality of life, and of effective functioning for both individuals and communities. The ~~projects activities~~ supported through this sub-theme should ~~support programmes which~~ encourage contact with the City Corporation's green spaces as an addition to treatment options within mental health.

### **3. Who can apply for an EGS grant?**

Organisations must be one of the following:

- Registered charity
- Registered community interest company
- Registered charitable incorporated organisation
- Charitable company (incorporated as a not-for-profit)
- Exempt or excepted charity
- Registered charitable industrial and provident society or charitable cooperative (bencom)
- Constituted voluntary organisation

### **4. How much can organisations apply for?**

The minimum grant that an organisation can apply for is £2,000 and the maximum grant is £15,000. To avoid creating long term commitments on EGS, any requests for funding should be clearly justified and time limited to a maximum of 3 years.

### **5. What the fund is unable to pay for:**

EGS is unable to pay for:

- Activities that have already taken place or start before we confirm our grant

- Any costs organisations incur when putting together an application
- Fundraising activities for an organisation or others
- Items that are purchased on behalf of another organisation
- Loans or interest payments
- Projects that actively promote religious or political activities
- Purchase of alcohol
- **Refurbishment of buildings/capital works.**

## 6. When can organisations apply:

Online applications can be submitted until the closing deadline in **September**. Organisations should expect to get decisions in **December**, approximately 12 weeks from the closing date.

## 7. How organisations can apply:

To apply for a grant, organisations will need to complete an online application form by the corresponding deadline and submit this electronically with supporting documents.

We will only consider one application from an organisation at any one time.

All application forms should be completed through the City Corporation's online grants portal. Application forms in large print, Braille or audio would be offered to applicants by special request.

## 8. Pre-application advice:

We **actively** encourage potential applicants to contact [the CFCMT](#) for an informal discussion of your proposal in advance of submitting an application. We do not consider draft applications but are able to talk through whether an organisation is eligible for funding and our priorities for funding. To arrange a pre-application discussion please email [the CFCMT](#).

## 9. Documents organisations will need to attach with their application:

As part of the application we ask for a number of supporting documents. We require the following documents:

- **Organisation's governing document.** Depending on an organisation's legal status this may be a Constitution, Memorandum of Association and Articles of Association or Trust Deed. If the organisation is part of the Church of England we do not need this document and the organisation should attach a note stating that this is the case.
- **Funding required spreadsheet.**
- **Most recent signed, audited or independently examined accounts.**
- **Relevant Job Description/s and Person specification/s.** These should be submitted for any funded posts where the post holder will work more than 17.5 hours per week. Documentation should include the hours of work and pay rate or salary. The City of London is an accredited Living Wage employer. Any post paid for by a grant must be paid at least the London Living Wage.

- **Safeguarding policy.** We expect all organisations applying to the Enjoying Green Spaces and the Natural Environment strand to have considered their safeguarding responsibilities and to have suitable policies, procedures, reporting mechanisms and training in place to protect from harm all those who come into contact with the organisation including beneficiaries, staff and volunteers. Application organisations seeking funding for activities with or for young people and vulnerable adults **must** have a robust safeguarding policy in place. For more information see 'What do you mean by safeguarding policy and procedures?' in [Community Infrastructure Levy Neighbourhood Fund – FAQ](#).

## **10. How applications are assessed:**

Once we have received the online application and all supporting documents, it will be passed to one of the CFCMT assessors for assessment. As part of this process a member of the CFCMT may contact the applicant for more information.

We will acknowledge receipt of an application within 10 working days of it being received. If an application is not complete it will be returned and organisations will have a further 10 working days to send us the missing information.

We may also arrange to visit organisations as part of the assessment process.

All applications that satisfy the eligibility criteria will be presented to Natural Environment officers for approval/rejection **at an officer panel in December**.

Once a full assessment has been completed, approved applications will be referred to the Chairman and Deputy Chairman of the Natural Environment Committee for decision.

## **11. Decision making timeline:**

The timescale to process applications will vary; however, we will endeavour to ensure applications are assessed within 12 weeks of the closing date, **with the panel every year in December**. Organisations should take account of this when planning proposals.

## **12. Successful applications:**

If an application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days. **Grantees will also be required to complete an online payment confirmation form via the portal, which includes attaching a recent bank statement.**

~~Once all documentation has been received and approved organisations would be asked to formally request payment of your grant award.~~

Note: Organisations cannot start the funded work until we have received, checked and approved all information that we have requested.

**Revenue payments are usually released on a quarterly basis, while capital elements will be released when the CFCMT receive invoices for the relevant work.**

### **13. Monitoring and evaluation:**

If we fund a project, grantees will need to complete an end-of-year and end of project grant monitoring report to confirm how the grant has been spent and what was achieved. We ask organisations to keep receipts for all the items or services they buy with the grant and that they keep them somewhere safe as we may ask organisations to provide them.

We may also visit organisations to check how the grant has been spent.

We ask that organisations keep us up to date if the funded work or any contact details change at any stage during the period of the grant.

### **14. Unsuccessful applications**

Due to the limited budget available and the number of applications for funding we receive, we unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis; the decision of the City Corporation is final.

We encourage applicants to request feedback from assessing officers on why the application was unsuccessful by emailing [the CFCMT](#).

### **15. Reapplication**

Organisations may reapply for funding to deliver a continuation of the same project or a different project. However, organisations cannot hold more than one of our grants at any one time. **Applicant organisations who have already received three years' funding will be subject to a fallow period of 12 months before they can apply to the fund.**

If organisations are a current grant holder, the funded project must have been completed and organisations will need to have satisfactorily met all our grant monitoring requirements before applying again.

*In order to limit organisations becoming dependent on this funding stream, applications from new organisations are more likely to be successful than applications for repeat funding.*

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## Enjoying Green Spaces and the Natural Environment – Awards 23-4

<b>Applying Organisation</b>	<b>Awarded Amount</b>	<b>Grant Description</b>
Downlands Trust	£12,408.00	£12,408 towards the cost of educational activities and volunteer task days over 2 years on the South London Downs.
Epping Forest Heritage Trust	£14,700.00	£14,700 for a 1-year bespoke community engagement to increase and involve the diversity of people attending Epping Forest.
Friends of West Ham Park	£5,500.00	£5,500 over twelve months towards community planting of 150m hedging, crocuses and other early flowering plants in West Ham Park to increase biodiversity and provide a teaching resource.
Tinder Sticks CIC	£14,830.00	£14,830 for staffing and equipment costs to deliver three projects in Epping Forest, taking place over the spring, summer, and autumn months.
Sustrans	£11,952.00	£11,952 for a community engagement project to work with a group of volunteers to better connect Kenley Railway Station to Riddlesdown Common.
Capital Kids Cricket	£14,245.00	£14,245 over 12 months for sessional coaches and associated project costs to run girl's physical activities and cricket sessions at Heath extension.
	<b>£73,635.00</b>	



# Enjoying Green Spaces and the Natural Environment

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Assessment Pack 2024

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## CENTRAL GRANTS PROGRAMME

### ASSESSMENT CATEGORY: Enjoying Green Spaces and the Natural Environment

**Downlands Trust (ref. 22227)**

**Amount requested: £12,408**

**Amount recommended: £12,408**

**Purpose of grant request: Boosting Beautiful Bird Song on the South London Downs: increasing opportunities for Londoners to experience Yellowhammer and Skylark song.**

#### **The Applicant**

The Downlands Trust (DT) was created as a charitable trust in November 2008 to promote, for the benefit of the public, the conservation of the natural environment through management of the countryside, and to advance education in conservation and management of the environment. It is run by volunteers, primarily, though not exclusively, through supporting the aims and work of the Downlands Partnership established in 1988 to introduce and maintain countryside conservation and management schemes across Northeast Surrey and adjoining parts of South London.

#### **Background and detail of proposal**

DT are looking for funding to increase the opportunities for Londoners to experience the songs of two steeply declining bird species on the Red List for Birds; the Skylark and Yellowhammer. The work aims to educate visitors to the South London Downs NNR about the importance of these sites for both species through 2 guided walks a year and onsite information posters, in order to retain their habitats. Additionally, DT would train new volunteers to manage the scrub habitat for Yellowhammers and create temporary fenced Skylark plots, to monitor the population of both birds with the aim of increasing the number of successful breeding pairs recorded on the sites. The grant will be used over a 2 year period to cover the cost of recruiting volunteers, 16 volunteer task days, on site information posters, and materials and equipment to build (and dismantle) the temporary fencing around Skylark territories, and scrub management for Yellowhammers.

Without the funding from the City of London, the project would not be able to go ahead as DT wouldn't have the opportunity to focus on the project. DT have been funded under the Enjoying Green Spaces Programme 3 times, and rejected 2 times. In 2022 the panel moved to decline the application as it was felt the project had become over reliant on the grant programme. DT have also submitted a revised budget in case of full funding not being available.

#### **Financial Information**

DT is in a healthy financial position and will be viable for the duration of the grant. DT hold larger reserves than expenditure to ensure funds are available when projects

arise. In the year ending 31<sup>st</sup> July 2023 DT reserves were more than double their reserves policy, at £125,983 (target £60,000). This was due to uncertainty around sponsorship; DT are sponsored by Fidelity and at the time of application are unsure if the sponsorship will continue.

### **Recommendation**

This application meets the programme criteria as it will connect local communities and visitors with South London Downs NNR through education on the importance of this site for two iconic bird species, as well as engaging local volunteers in actively managing the sites to benefit the species. Through guided walks and onsite information posters, visitors to South London Downs will have improved knowledge of the biodiversity of the space, and conservation value of the space would be improved through management of the habitats with the aim of increasing the number of successful breeding pairs recorded on the sites. As both the bird species are steeply declining and of Conservation Concern 5 (the Red List for Birds 2021), DT deem this project essential to safeguard existing populations and support recovery of these species. Funding is recommended as follows:

**£12,818 towards the cost of educational activities and volunteer task days over 2 years on the South London Downs.**

## CENTRAL GRANTS PROGRAMME

### ASSESSMENT CATEGORY: Enjoying Green Spaces and the Natural Environment

**Epping Forest Heritage Trust (Grant ref: 22246)**

**Amount requested: £14,700**

**Amount recommended: £14,700**

**Purpose of grant request: To deliver a bespoke community engagement programme to engage more people from diverse communities in Epping Forest.**

#### **The Applicant**

Epping Forest Heritage Trust (EFHT) is a charity that works towards engaging the community in conserving and protecting the forest. EFHT was created in 2018 when Friends of Epping Forest was merged with the Epping Forest Centenary Trust. The charity strives to curate engagement with the Forest of all members of the community through programmes, walks and events.

In 2021, EFHT received a CGU grant of £14,000 towards new signage at Epping and Loughton tube stations plus new Big Walk map to encourage people to visit the Forest by public transport. In 2023, they received £67,000 over two years to support new conservation activities from City Bridge Foundation.

#### **Background and detail of proposal**

EFHT is seeking £14,700 of funding to deliver a bespoke community engagement programme to engage a diverse range of people of colour through partnering with multiple organisations. EFHT prioritises the protection and the future of the forest and recognises that outreach is fundamental to do so. They have demonstrated significant planning by reaching out to local authorities, contacting over 100+ organisations and currently have between 8 and 9 that are planned to be involved. These include Wanderlust Women and Wanderers of Colour. EFHT is working in a horizontal way, leveraging existing relations to continue searching for suitable partners to work with. As part of their bespoke events, each walk necessitates researching and identifying the appropriate community partner, agreeing the most appropriate type of event, securing a licence, getting feedback, debriefing and learning from the event.

The plan is for a 1-year engagement where they listen to the needs of marginalised groups, what the community asks for and using their connections to build their network in which their outreach is both in person and digital. EFHT has already planned a project with Muslim Hikers for April 2024 who requested a walk with over 200 sign ups, evidence of high participation. EFHT conducted a reconnaissance and developed an accessible route in response. They also consider inclusion for families, partnering with The Hive which works with forest activities for kids. Your Officer is confident that this programme is a necessary project that engages with the needs and wellbeing of marginalised groups who have no or little connection with nature and the forest. This will have a significant impact on how marginalized groups engage with such space.

EFHT recognises that this gap exists reinforces their capacity to provide and outsource their resources to work on this gap. They are taking part in championing diversity outdoors and outreach is the foundation for the bespoke events.

Walk management requires at least 2 trained volunteers and the team are made of a community engagement officer, marketing manager and multiple volunteers, who will also be re-imbursed as part of the programme. If awarded, the grant will be used to cover the costs for research of community partners, digital marketing outreach including platform costs, Volunteer recruitment and management to support events and Line management, finance and reporting.

### **Financial Information**

EFHT is currently in a strong financial position with significant free unrestricted reserves more than three years' expenditure. This is due to fall to two years by the end of the current financial year (i.e., March 2023). The high level of reserves is a one-off situation as the result of the merger of Friends of Epping Forest with Epping Forest Centenary Trust. EFHT has demonstrated good financial management in planning to spend these reserves down in a way that will best place it to continue its work in the long-term. This involves spending reserves on organisational infrastructure whilst applying for charitable funding for project costs. Charitable funding will enable EFHT to sustainably meet its strategic goals after it has spent down its reserves. EFHT's strategy was drafted with support from the National Lottery Heritage Fund.

Although the Grants Unit would not normally fund projects where an organisation has sufficient assets to self-fund, in this instance your Officer recommends an exception on the basis that the level of free unrestricted reserves is a result of a one-off merger in EFHT's operational history. Whilst EFHT has already begun to spend down the funds by investing in and strengthening its core capacity, it has made a strategic decision to apply for charitable funding for service delivery and build relationships with funders so it can continue operating sustainably once its reserves have been spent down to appropriate levels over the next couple of years.

### **Recommendation**

EFHT proposes to work with several key marginalised expert groups to deliver a bespoke community engagement programme to engage more people from diverse communities in Epping Forest.

Your Officer is confident that EFHT can deliver successful events that respond appropriately to the needs of marginalized communities who have little access the City of London's green spaces. They have run several efficient events prior and are well-prepared to expand their database of organisations to partner with and continue delivering specialised bespoke events with marginalised groups. Funding is recommended as follows.

**£14,700 for a 1-year bespoke community engagement to increase and involve the diversity of people attending Epping Forest.**

## CENTRAL GRANTS PROGRAMME

### ASSESSMENT CATEGORY: Enjoying Green Spaces and the Natural Environment

**Friends of West Ham Park (ref. 22380)**

**Amount requested: £5,500**

**Amount recommended: £5,500**

**Purpose of grant request: Community planting of 150m hedging, crocuses and other early flowering plants in West Ham Park to increase biodiversity and provide a teaching resource.**

#### **The Applicant**

Friends of West Ham Park (FoWHP) is a Voluntary Constituted Organisation set up by a group of residents in 2006 that use the park regularly and want to be involved in park management. It sees its role as enhancing the park and facilitating public use of it through nature observation and educational activities. Its events can bring up to 250 people to the park, which receives around 2.2 million visitors a year. FoWHP members work closely with the West Ham Park (WHP) team and helped staff the park during the Covid-19 pandemic. FoWHP has run several planting projects in the park in the past around the tennis courts and South Meadow. The group has around 20 active members.

#### **Background and detail of proposal**

FoWHP has worked with the WHP team to put forward this proposal to engage the community to plant 150m of hedging, crocuses, and other early flowering plants in a section of West Ham Park. The intention is that these plants for early pollinating will increase the park's biodiversity and provide an educational resource for local schools.

Funding is requested for mechanical ground preparation, hedging, wildflower plants and bulbs. FoWHP will work with community group Growsie to access low-cost plants. FoWHP expects around 100 volunteers consisting in local families to take part in the ground preparation and planting over two weekends in the autumn. Volunteers will be split into small groups lead by both a member of the WHP team and a FoWHP member. This will form part of the programme of activities the WHP team are running to celebrate the park's 150<sup>th</sup> year.

FoWHP indicated that the WHP learning team would cover the costs of permanent signage, as per its usual responsibilities. The organisations would work together to invite local schools, which they have good connections with, to benefit from the additional teaching resource. Those schools include Rosetta Primary School, Bobby Moore Academy and Elmhurst Primary School. FoWHP also hopes to include observing the butterflies that come as a result of the planting in its regular bird watching walks from spring 2025. FoWHP will publicise the volunteering opportunity as well as the new hedging, planting and expanded walks on its website and social media and will seek to be featured in local press.



### **Financial Information**

FoWHP is a small organisation that operates on a project basis, applying for grants to put on free events. Having received two grants from the Enjoying Green Spaces grant strand in 2019 for £14,550 and in 2018 for around £12,000, the group has shown itself to be capable of managing a grant of the requested size. There are no concerns about the financial viability of the organisation for the duration of the grant.

### **Recommendation**

FoWHP's proposal will meet the Enjoying Green Spaces criteria by connecting communities with their green spaces, in particular local children through the opportunity to learn about pollination. It will also improve the biodiversity of the park. Although its volunteer numbers seem ambitious, I am confident FoWHP will continue to work closely with the WHP team to co-ordinate a successful community planting activity which will result in a beneficial resource. Funding is recommended as follows:

**£5,500 over twelve months towards community planting of 150m hedging, crocuses and other early flowering plants in West Ham Park to increase biodiversity and provide a teaching resource.**

## CENTRAL GRANTS PROGRAMME

### ASSESSMENT CATEGORY: Enjoying Green Spaces and the Natural Environment

**Tinder Sticks CIC (ref. 22290)**

**Amount requested: £17,420**

**Amount recommended: £14,830**

**Purpose of grant request: Connecting underserved communities with Epping Forest. Exploring nature, building outdoor confidence, and empowering people to return.**

#### **The Applicant**

Tinder Sticks CIC (TS) is a registered community interest company (company number 11256511) which works to make nature more accessible to all. TS have ample experience of delivering outdoor education with people across a diverse range of backgrounds, having previously ran focused initiatives with LGBTQ+ youth, BAME groups, NHS workers and those on low incomes, some of which have been funded by previous City of London grants.

#### **Background and detail of proposal**

The applicant is aware from anecdotal evidence that many people in the communities local to Epping Forest do not have access to green outdoor space at their homes, have never ventured into the forest before, and in some cases are wary or even fearful of the forest. Whilst acknowledging the benefits of getting out in nature to mental health and wellbeing, TS's proposal seeks to connect underserved communities with their local green spaces in Epping Forest. By providing forest skills, knowledge, and confidence, the project aims to empower these groups to return and enjoy the forest in their own capacity.

The project has been carefully designed with three strands to cater to different age groups, and the applicant will also be working closely with the Open Spaces Learning Team, to ensure its work supports and compliments existing provisions. Beneficiaries will gain an understanding of respecting the forest, learn about the changing seasons, engage in outdoor play, and develop outdoor skills, such as building campfires and wild cooking. All sessions are planned to be held between May and November 2024.

The first strand of the project, Little Owls, caters to under 5s (with their parents) and had a successful run at Wanstead Park in 2023. TS found demand for Little Owls extremely high in 2023, with all sessions being oversubscribed. As such, TS are keen to replicate last year's programme in Wanstead Park, as well as extend the programme to a second location in West Ham Park. It was agreed in conversations with TS and the Open Spaces Learning Team that the number of sessions for this strand of the project could be reduced to meet budget requirements. It is recommended that this strand is reduced to 18 sessions (allowing for 9 in each

location) from the 24 initially planned by TS. It is hoped that 15 children (with one parent each) will attend each Little Owls session.

The second strand, Growing Wild, has been designed for the families of local school children who are already engaging with the Open Spaces Learning Team. Currently the Learning Team do not have capacity to extend their existing provisions to involve parents/other family members. The applicant intends to bridge this gap, knowing that for some children, their school outings may be the first and only time in the forest. TS will be flexible to demand around Growing Wild participants, with the potential for each event to host 5 larger families, or 15 children each accompanied by one family member.

Finally, the Youth Wellbeing Project targets young people not in education or employment (NEETs). This strand of the project will deepen the impact of existing introductory-level forest sessions provided for this group by the Open Spaces Learning Team. These sessions will allow the young people to continue their outdoor education and nurture their skills with more specialist provisions, e.g. in bushcraft activities. Each Youth Wellbeing session will accommodate 12 participants.

### **Financial Information**

TS is a small CIC, whose income and expenditure is on an upward trajectory. The significant increase in income in YE 2023 can be attributed to TS's directors transitioning the company from a part time to full time enterprise.

After making a small deficit in YE 2022 due to returning to project delivery post-pandemic and rising living costs, TS made a profit in YE 2023, with profitability predicted to continue into YE 2025. As such TS's negative reserves, primarily of directors' loans, are reducing.

### **Recommendation**

The application made by TS to run a series of outdoor skills sessions for underserved communities around Epping Forest is clearly consistent with the aims of the Enjoying Green Spaces Programme, and the sub-theme of connecting communities with their green spaces. Based on its current activities, the applicant has identified a need and appetite for the proposed project in the local communities. This sentiment has been echoed by the Open Spaces Learning Team, who believe TS can deepen the impact of their current provisions. The applicant's experience of providing outdoor education for diverse groups, and outstanding field knowledge assures they are the right organisation to carry out this work. Your officer recommends funding as follows:

**£14,830 for staffing and equipment costs to deliver three projects in Epping Forest, taking place over the spring, summer, and autumn months.**

## CENTRAL GRANTS PROGRAMME

### ASSESSMENT CATEGORY: Enjoying Green Spaces and the Natural Environment

**Sustrans (ref. 22351)**

**Amount requested: £14,952**

**Amount recommended: £11,952**

**Purpose of grant request: A community engagement project to work with a group of volunteers to better connect Kenley Railway Station to Riddlesdown Common.**

#### **The Applicant**

Sustrans is a charitable company (number 326550) which was established in 1989. The organisation grew out of a Bristol based cycling campaign in the mid-1970s, which sought to convert a disused railway line between Bristol and Bath into a safe cycling route. The charity is now the custodian of the National Cycle Network - 5,000 miles of traffic free infrastructure - and is responsible for maintaining, updating, and developing cycling and walking routes across the UK, whilst also seeking to make it easier for people to walk and cycle. The charity works across the United Kingdom. It has, in recent years, become increasingly focused on putting inclusion at the heart of its activities and ensuring that the voices of underrepresented groups can shape places, and that everyone can thrive without having to use a car. The charity, which consists in built environment experts, undertakes advocacy and consultancy work.

#### **Background and detail of proposal**

Sustrans is requesting £14,952 to carry out a community engagement project to work with a group of volunteers to better connect Kenley Railway Station to Riddlesdown Common.

With Sustrans' expertise in conceptualising streets as places, this project came from discussion between the charity and the Farthing Downs Rangers, who are currently working together on the Downs. A project manager and project officer at Sustrans will work with the rangers to recruit a group of around six volunteers to spearhead the development of a way-finding path to lead people from the station to the common. The rangers receive interest in volunteering from lots of people, but the activities they usually require volunteers for are quite physical – this will provide an opportunity for those who are not able to engage in more intensive work to give their time. The start of the path will be a vacant part of the station, a garden previously managed by the City of London Corporation, which will be rejuvenated by planting chalk grassland wildflowers, juniper and trees found on the common.

The volunteer group, alongside Sustrans staff, will consult with children from Harris Primary Academy Kenley on potential signage and recommendations for infrastructural changes (around the traffic islands, for example). Sustrans is very experienced in consulting with young people on built-environment projects and have materials, including emoji signs, to make discussing the topic accessible.

Funding is requested for the staff time spent on scoping and delivery, as well as materials. Scoping costs include volunteer recruitment, stakeholder mapping, scheduling of activities and project management. Delivery costs include staff time on the school workshops, commuter engagement and wayfinding design. The materials requested are gardening tools, printing, and signage, although the organisation suggested the signage could be possible sourced from elsewhere, such as Croydon Council, if necessary.

### **Financial Information**

Sustrans is a large national organisation with a turnover of approximately £125 million, making small annual losses/profits. It holds around £10 million in reserves, approximately £7 million of which is designated to provide cover for unexpected changes in income and £3 million has been identified as long-term reserves available for investment. There are no concerns about the financial viability of the organisation for the duration of the grant.

### **Recommendation**

This project will meet the Enjoying Green Spaces criteria to connect communities – in this case local, and from further afield - with a green space, in the long-term. Sustrans' expertise in place-making and co-design will ensure that staff and a range of community members create an effective wayfinding design proposal.

I have provided a reduced recommendation removing the budgeted £3,000 signage costs, as Sustrans will need permission from Croydon Council to erect those. Sustrans has suggested it would use this project to leverage further funding from the Council to bring the project to life. Funding is recommended as follows:

**£11,952 for a community engagement project to work with a group of volunteers to better connect Kenley Railway Station to Riddlesdown Common.**

## CENTRAL GRANTS PROGRAMME

### ASSESSMENT CATEGORY: Enjoying Green Spaces and the Natural Environment

**Capital Kids Cricket (ref. 22357)**

**Amount requested: £14,245**

**Amount recommended: £14,245**

**Purpose of grant request:** The funding will be used to run girl's physical activities in Heath Extension from February to August 2024.

#### **The Applicant**

Capital Kids Cricket is a youth development charity that uses cricket as a tool to improve social, emotional, and physical health of disadvantaged children, young people, and families across London. CKC have been delivering cricket sessions in London schools for over 30 years. Along with supporting the charitable aims, the club acts as a community hub geared towards developing skills in young people that extend beyond those required to play cricket.

#### **Background and detail of proposal**

CKC is looking to build partnership with Canons Cricket Club to increase and sustain cricket provision in Heath extension for girls. Canons CC are a recently established girls only cricket club, set up by volunteers/ parents wanting to provide an opportunity for their daughters to play cricket. As outlined in the application, the project will commence in February with targeted sessions in schools and later move the activities to the park. The idea is to increase the interest in cricket amongst girls which CKC believes will increase number of attendees in new cricket session. Female coaches will deliver these sessions. Additional to this, CKC plans to organise matches, cricket festivals and holiday camps which will engage family members and increase the utilisation of green spaces. The organisation also plans to engage with the learning team at the park to create awareness of the green spaces and build a greater connection between the park and the participants.

CKC allows the participants to shape the work of the club by taking regular surveys, conducting activities such as participants designing club kits, logos, getting team names, etc- thereby giving the sense of ownership.

CKC have successfully carried out a similar project in West Ham Park and have reported success for the same. Building on their previous experience, CKC believes that this grant will enable them to engage and generate interest in cricket amongst girls in Heath Extension. The aim of the project is to increase the number of young girls playing cricket and the added benefit of bringing different groups and communities onto Heath Extension.

CKC has confirmed that it will be able to go ahead with the project should the City of London Corporation be unable to fund the full requested amount, with an alternate budget reaching fewer schools, reducing number of sessions and beneficiaries.

### **Financial Information**

CKC is a medium-sized charity with an annual turnover of approximately £415.30k. The organisation has a deficit of £12,628 for the financial year 2023. CKC have healthy reserves- approximately £70k over their reserves target. The officer is confident that the organisation will be in a good financial position throughout the grant period.

### **Recommendation**

This is a good project that has articulated how it meets the outcomes of the 'Enjoying Green Spaces' Programme. This application is focused on providing increased cricket provision for girls in Heath Extension. CKC have a good a history of delivering a similar project in West Ham Park. At assessment CKC showed good rationalisation for delivering a girl's cricket session on the park and are looking for support to cover the set-up costs along with Canon CC. Although this project is not exclusively about connecting communities to the green spaces a good argument has been made about how targeted work with women and girls will encourage more use of the park, with additional health benefits. CKC has applied for a project that will satisfy both the objectives of the 'Enjoying Green Spaces Programme' while delivering to its own charitable objectives. Funding is recommended as follows:

**£14,245 over 12 months for sessional coaches and associated project costs to run girl's physical activities and cricket sessions at Heath extension.**

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**Terms of Reference for the City of London Corporation**  
**Enjoying Green Spaces and the Natural Environment Officer Panel**

**1. Purpose**

The Enjoying Green Spaces and the Natural Environment Officer Panel (EGSOP) is an officer body, with responsibility for discussing and directing matters relevant to the policy, management and allocation of the Enjoying Green Spaces and the Natural Environment grant strand and communicating issues or making Enjoying Green Spaces (EGS) grant recommendations for the consideration of the Natural Environment Committee, as required.

The EGSOP will:

1. Provide a forum for a cross-departmental group of Officers to:
  1. Discuss detailed grant application assessments in relation to EGS criteria and make recommendations for EGS application rejection or funding for the consideration of the Chair and Deputy Chair of the Natural Environment board, as required;
  2. To report on decisions taken to the Natural Environment board;

**2. Constitution and Membership**

2.1 The EGSOP is made up of Officers drawn from the Natural Environment Department selected on the basis of their skills, knowledge and experience in order to ensure that the EGSOP has an appropriate balance and breadth of skills, knowledge and experience necessary to deliver EGS grant-making recommendations.

2.2 Membership

<b>Name</b>	<b>Job Title</b>
Emily Brennan (Chair)	Director – Natural Environment
Jo Hurst	Assistant Director Commercial and Charity Fundraising – Natural Environment
Geoff Sinclair	Assistant Director Natural Environment The Commons – Natural Environment
William LoSasso	Assistant Director (Superintendent) – Natural Environment
Simon Glynn	Assistant Director Culture and Projects – Natural Environment
Jacqueline Eggleston	Assistant Director (Superintendent) – Natural Environment

- 2.3 The Chair of the EGSFOP will be the Director, Natural Environment in line with the authority delegated to the role outlined in the Corporation of London's **Scheme of Delegations to Officers**.

### **3. Quorum**

A quorum for the CILNFOP is three Officers.

### **4. Meetings and Decisions**

- 4.1 EGSOP meetings will be chaired by the EGSOP Chair, but if s/he is not present Officers present can nominate an Officer to chair the meeting;
- 4.2 Any vote at a meeting shall be decided by a show of hands;
- 4.3 In a split vote the Chair will have the casting vote;
- 4.4 Where matters require formal decisions, the EGSOP can report into the Chair and Deputy Chair of the Natural Environment Committee;

### **5. Declaration of interests**

At the start of each meeting Officers must declare:

- 5.1 The nature and extent of any interest, direct or indirect, which they have in relation to a potential funded organisation and/or grant request;
- 5.2 Withdraw from the meeting for that item after providing any information requested by the Chair and other Officers;
- 5.3 Not be counted in the quorum for that part of the meeting;
- 5.4 Have no vote on the matter.

### **6. Meeting duration and timings**

Meetings will take place in person and/or remotely approximately every year and shall aim to last no more than 120 minutes.

### **7. Documentation**

Agendas, assessment reports, application forms, applicant budgets and any additional documentation, will be produced and circulated to the group five working days in advance of each meeting by the Central Funding and Charity Management Team (CFCMT). Minutes will be captured at each meeting and circulated between meetings by the CFCMT.

### **8. Review of Terms of Reference**

The EGS's terms of reference shall be reviewed at least annually and in light of any recommendations made or similar bodies established.

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

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