



West Ham Park Committee

Date: THURSDAY, 1 MAY 2025

Time: 11.00 am – or at the rising of the Natural Environment Board, whichever is later

Venue: COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL

MEMBERSHIP OF THIS COMMITTEE WILL BE CONFIRMED AT THE ANNUAL MEETING OF THE COURT OF COMMON COUNCIL ON 25 APRIL 2025.

Enquiries: Callum Southern
Callum.Southern@cityoflondon.gov.uk

Accessing the virtual public meeting

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

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

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain matters 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. These information items have been collated in a supplementary agenda pack and circulated separately.

Part 1 - Public Agenda

1. **APOLOGIES**

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

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

To receive the Order of the Court of Common Council dated 25 April 2025.

For Information
(To follow after Court of Common Council on 25 April 2025)

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order 28.

For Decision

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order 29.

For Decision

6. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on Thursday 06 February 2025.

For Decision
(Pages 5 - 10)

7. ***ASSISTANT DIRECTOR'S REPORT**

Report of the Executive Director, Environment.

For Information

8. **RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director, Environment.

For Decision
(Pages 11 - 30)

9. **FIVE-YEAR BUSINESS PLAN (WEST HAM PARK)**

Report of the Executive Director, Environment.

For Decision
(Pages 31 - 42)

10. **TERMS OF REFERENCE FOR THE NATURAL ENVIRONMENT
COMPLEMENTARY LAND POLICY AND COMPLEMENTARY LAND USE
APPRAISAL**

Report of the Executive Director, Environment.

For Discussion
(Pages 43 - 54)

11. ***TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES -
PROJECT UPDATE AND GOVERNANCE ARRANGEMENTS FOR
IMPLEMENTATION PHASE**

Joint Report of the Chamberlain and the Executive Director, Environment.

For Information

12. ***WEST HAM PARK TRUSTEE'S ANNUAL REPORT AND FINANCIAL
STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024**

Joint Report of the Chamberlain and Executive Director, Environment.

For Information

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

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

15. **EXCLUSION OF THE PUBLIC**

MOTION: The following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

For Decision

Part 2 - Non-Public Agenda

16. NON PUBLIC MINUTES

To agree the non-public minutes of the previous meeting held on Thursday 06 February 2025.

For Decision
(Pages 55 - 58)

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

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

WEST HAM PARK COMMITTEE

Thursday, 06 February 2025

Minutes of the meeting of the West Ham Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 06 February 2025 at 9.30am.

Present

Members:

Caroline Haines (Chair)
Eamonn Mullally (Deputy Chairman)
Andrew McMurtrie
James St John Davis
Wendy Mead OBE

In attendance:

Rebecca Adlington
Catherine Bickmore
Benjamin Murphy
Councillor Joy Laguda MBE

Officers:

Jack Joslin	- City Bridge Foundation
Anna Cowperthwaite	- Comptroller & City Solicitor's Department
Alexander Anrude	- City Surveyor's Department
Katie Stewart	- Environment Department
Emily Brennan	- Environment Department
Andrew Impey	- Environment Department
Bill LoSasso	- Environment Department
Maria Traynor	- Environment Department
Charlotte Williams	- Environment Department
Ben Dunleavy	- Town Clerk's Department
Zoe Williams	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Rafe Courage, Tim Hodgson, Councillor John Whitworth, and Justin Meath-Baker.

The Town Clerk acknowledged the appointment of Rebecca Adlington to the West Ham Park Committee as a representative of the incumbent, or priest, of the present benefice of West Ham.

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

A declaration of interest was made by Councillor Joy Laguda MBE in connection with item 15, noting that they are a Councillor at the London Borough of Newham.

The Chair noted that, following previous decisions of the Committee, while the Member could be present for the item and engage in the discussion, they would not be able to participate in the decision-making process.

3. MINUTES

RESOLVED – That, the public minutes and non-public summary of the meeting held on 10 December 2024 were approved as a correct record.

4. ASSISTANT DIRECTOR'S REPORT

The Committee received a report of the Executive Director of Environment which provided members with an update on matters relating to West Ham Park since the last Committee meeting on 10 December 2024.

During the discussion, the following points were noted:

- a) A Member queried whether there are CCTV cameras in West Ham Park, and whether there is emergency protocol for violent incidents in the park. This was responded to under the Risk Management Update Report.
- b) Another Member noted they had received feedback from an attendee of the Park in the Dark event that they were unable to leave the event early as there was no staff at the gate for the entire duration of the event. Officers thanked the member for the feedback and noted they will ensure staff are at the gates for the entirety of the event in the future.

RESOLVED – That, Members received the report and noted its contents.

5. TENNIS PROVISION AT WEST HAM PARK

The Committee received a presentation from the Environment Department on Tennis provision at West Ham Park.

During the discussion, the following points were noted:

- a) The Chair requested that Members refrain from making definite statements about Padel courts being installed in the park as this process is still under consideration.
- b) A Member queried how the Environment Department was inclusive of people with disabilities at its tennis events. The Chair noted that all the sports facilities and events run over the 150th Anniversary weekend were fully accessible. Officers responded that there are also events held for those with restricted mobility, and they are looking at a new events programme that targets in the involvement of underrepresented groups in sport.
- c) Another Member asked about whether there would need to be floodlights if Padel courts were to be installed. The Officer responded that there would need to be flood lighting as Padel is played in the evening, they responded that this is a significant issue to be considered in this process as the light pollution could affect nearby residents and park wildlife.

- d) A Member was interested in what data is available about the users of the tennis facility. The Committee heard that club members use the Club Spark platform to book courts, and there is a utilisation tool where the department can track monthly usage.

RESOLVED – That, Members received the report and noted its contents.

6. FIVE-YEAR BUSINESS PLAN (WEST HAM PARK)

The Committee received a report of the Executive Director of Environment that provided a working draft of the first five-year business plan for West Ham Park.

RESOLVED – That, Members received the report and noted its contents.

7. WEST HAM PARK FEES AND CHARGES FY'2025-26 (1 APRIL 2025 - 31 MARCH 2026)

The Committee considered a report of the Executive Director of Environment that proposed a procedure to guide the annual review of fees and charges in West Ham Park, and fees and charges for the 2025/26 financial year.

During the discussion, the following points were noted:

- a) The Chair noted that these fees are now being set to be consistent with other North London open spaces, taking into account the specific circumstances of West Ham Park, rather than in isolation.
- b) A Member noted that there was no proposed fee for event charges in the report. The officer responded that they have increased the application fees for events by 2.7% which is in line with inflation. The officer noted that because most events are priced on application, the increases for event charges were not depicted in the report.

RESOLVED – That, Members:

- Received the report, and noted its contents
- Approved the update to the existing fees and charges for the 2025/26 financial year, as set out in appendix 1 and 2.

8. WEST HAM PARK MANAGEMENT PLAN (2025 - 2035)

The Committee considered a report of the Executive Director of Environment which provided Members with a final version of the West Ham Park Management Plan for approval.

A Member noted that in previous discussions, the committee had indicated a preference to improve the map that is in the plan. The Chair responded that an improved map would have taken more pages and there was not time to include it in this plan. However, next time this plan is produced there should be the capacity to include a map which is more interactive and consistent across the North London open spaces.

RESOLVED – That, Members approved the West Ham Park Management Plan (2025-2035) as set out in Appendix 1 of the report, subject to final layout.

9. RISK MANAGEMENT UPDATE REPORT

The Committee received a report of the Executive Director of Environment which sought to provide assurance that risk management procedures in place within the Environment Department and its Natural Environment Division, which included West Ham Park, were satisfactory and met the requirements of the Corporate Risk Management Framework and the Charities Act 2011.

In response to a Member's question about CCTV and emergency protocols during the Assistant Director's report, Officers responded that recent incidents have encouraged the department to review its emergency response and the provision of CCTV. Officers noted that in the past they have used the CCTV in West Ham Park to assist emergency responders after incidents and it is an important preventative and reactive measure.

RESOLVED – That, Members confirmed, on behalf of the City Corporation as Trustee, that the Risk Register appended to the report satisfactorily set out the key risks to the charity and that appropriate systems were in place to identify and mitigate risk.

10. BUDGET ESTIMATES 2025/26 - WEST HAM PARK CHARITY

The Committee considered a report of the Chamberlain and Executive Director of Environment which presented the 2025/26 revenue and capital budgets for West Ham Park Charity for approval to be submitted to the Finance Committee.

RESOLVED – That, Members:

- Noted the latest revenue budget for West Ham Park Charity for 2024/25
- Reviewed and approved the proposed revenue budget for 2025/26 for West Ham Park for submission for approval by the Finance Committee.
- Reviewed and approved West Ham Park's capital and supplementary revenue project budgets for 2025/26 for submission for approval by the Finance Committee.
- Agreed that amendments for 2024/25 and 2025/26 budgets arising from changes to recharges and support services or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme, and capital charges during budget setting be delegated to the Chamberlain in consultation with the Executive Director Environment.

11. OPERATIONAL FINANCE PROGRESS REPORT 2024/25 (QUARTER 3 APRIL - DECEMBER) - WEST HAM PARK CHARITY

The Committee received a report of the Chamberlain that updated members on the operational finance position as at Period 9 (April – December) 2024/25 for the West Ham Park charity (charity registration number: 206948) and set out the charity's revenue operating budget position to date and projected year-end outturn, current live capital projects, and outstanding debt position.

A Member noted that the number associated with central recharges in the 2025/26 Budget is as large as West Ham Park's local risk budget, and that there is that there is an ongoing review of the central recharges from the Executive Director's team.

RESOLVED – That, Members received the report and noted its contents.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chair thanked all those involved with the Committee for their support during her three years in the Chair.

RESOLVED – That, Members thanked the Chair for her leadership of the Committee.

14. EXCLUSION OF THE PUBLIC

RESOLVED – That, the following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

15. WEST HAM PARK FORMER NURSERY SITE

The Committee considered a report of the Executive Director of Environment.

16. TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES - OUTCOMES OF THE NATURAL ENVIRONMENT CHARITIES REVIEW

The Committee received a report of the Executive Director of Environment, the Interim Managing Director of the City Bridge Foundation, and the Chamberlain.

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

There were no questions.

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were three items of urgent business.

The meeting ended at 11.00am.

Chairman

Contact Officer: Callum Southern

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City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 01/05/2025
Subject: Risk Management Update Report	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Corporate Plan Outcomes: Diverse engaged communities; Vibrant thriving destination; Providing excellent services; Flourishing public spaces; Leading sustainable environment Business enabling functions: Risk Management
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Joanne Hill, Environment Department

Summary

This report is presented to provide the West Ham Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division, which includes West Ham Park, are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

Your Committee is responsible for the West Ham Park Charity (registered charity number: 206948). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

The risks held by the West Ham Park charity are summarised in this report and the detailed risk register is provided at Appendix 1.

The highest risk for West Ham Park remains 'Decline in condition of assets' which is currently scored at Red 16 (likely to occur, with a major impact). Officers are working closely with colleagues in the City Surveyor's Department and other corporate departments to assess, allocate and prioritise the funding to areas of most need. The completion of priority works, along with any alternative funding options identified through the Natural Environment Charity Review should help to reduce the risk.

Recommendation

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the Risk Register appended to this report satisfactorily sets out the key risks to the charity and that appropriate systems are in place to identify and mitigate risk.

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 an update on the risks relevant to the Committee every quarter. This frequency aligns with the City of London's Risk Management Strategy and exceeds the requirements of the Charity Commission.
4. The Executive Director Environment assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Risks held by the West Ham Park Charity are regularly reviewed by management team, 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 2.
6. The detailed risk register for West Ham Park is summarised in the main body of this report and provided in full at Appendix 1. For each risk, officers are undertaking a range of actions to mitigate the effects.

Current Position

West Ham Park Risks

7. The West Ham Park Risk Register, summarised below and provided in full at Appendix 1, contains eight risks (one RED, six AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his Management Team.
8. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. None of the risk scores have changed.
9. The highest risk for West Ham Park remains the '**Decline in condition of assets**' which is currently scored at Red 16 (likely to occur, with a major impact). The main cause of this risk is the backlog of repair and maintenance works required to be undertaken on the charity's built assets. Additional funding to address the backlog of maintenance works across the Corporation has recently been approved. Officers are working closely with colleagues in the City Surveyor's Department and other corporate departments to assess, allocate and prioritise the funding allocated to the Environment Department to areas of most need: as part of this, works are being planned to refurbish the public conveniences and changing rooms at West Ham Park. In addition, asset registers for built assets are being reviewed and improvements to cross-departmental collaboration are being developed. The completion of priority works, along with any alternative funding options identified through the Natural Environment Charity Review should help to reduce the risk.
 - **ENV-NE-WH 011: Decline in condition of assets** (*RED, 16*)
 - **ENV-NE-WH 004: Budget pressures** (*AMBER, 12*)
 - **ENV-NE-WH 006: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
 - **ENV-NE-WH 003: Risk to health and safety** (*AMBER, 8*)
 - **ENV-NE-WH 009: Impacts of anti-social behaviour on staff and site** (*AMBER, 8*)
 - **ENV-NE-WH 014: Tree event or failure** (*AMBER, 8*)
 - **ENV-NE-WH 005: Negative impacts of pests and diseases** (*AMBER, 6*)
 - **ENV-NE-WH 010: Negative impacts of development and encroachment** (*GREEN, 4*)

Risk Management Process

10. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
11. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system (Pentana).

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

Identification of New Risks

13. 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.

Corporate and Strategic Implications

14. 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.
15. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, charity business plans, the Natural Environment Division's core strategies and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport; and Volunteering Strategies.
16. 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

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

Appendices

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

Contact

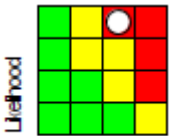
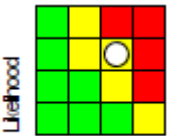
Joanne Hill, Business Planning and Compliance Manager, Environment Department
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West Ham Park Risk Register

Generated on: 09 April 2025



Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH Page 15 Decline in condition of assets	<p>Cause: Inadequate proactive and reactive maintenance related to insufficient budget for maintenance, repairs and Cyclical Works Programme, and limited capital works programme. Delays in works being carried out once faults are reported. Lack of staff resources at West Ham Park. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance.</p> <p>Event: Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p>Effect: Serious injury to a member of the public or member of staff. Service capability disrupted/operational impact. Continuation of decline in condition of assets. Ineffective use of staff resources.</p>		16	<p>Surveys of condition of high priority assets have been undertaken. These will inform further agreements and working with City Surveyor's Department (CSD) to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential.</p> <p>Recent approval of maintenance backlog funding is welcome, and work is underway with CSD and other corporate departments to assess, allocate and prioritise the funding to areas of most need.</p> <p>Works are being planned to refurbish the public conveniences and changing rooms at West Ham Park. Quotes are currently being obtained by CSD.</p> <p>Asset registers for built assets are undergoing review and being transferred into a new system with additional</p>		12	31-Dec-2025	

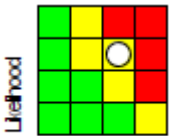
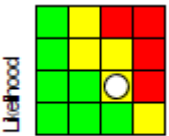
Appendix 1

24-Feb-2022 Bill LoSasso	Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.			information by CSD. The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments. The Natural Environment Charity Review is considering alternative funding options, including the use of reserve funds in order for charities to have greater influence over management and investment in their assets. 09 Apr 2025				
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 011a Condition of assets	Review condition of assets in conjunction with City Surveyor's Department.	As part of the discussions with the City Surveyor's Department (CSD) to agree roles and responsibilities, the open space charities are seeking to reintroduce a programme of cyclical condition surveys of assets by CSD. In the meantime, local staff perform episodic inspections as capacity allows.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Apr-2025	30-Jun-2025
ENV-NE-WH 011b Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.	Annual inspections of built assets are undertaken in conjunction with the City Surveyor's Department (CSD) and are contingent upon there being sufficient capacity and resource. There is currently insufficient resource within the local team to complete all inspections but officers continue to liaise with colleagues in CSD to progress this. A light-touch condition survey of staff accommodation has been carried out; some resources have been identified (through backlog funding) to carry out necessary works and progress is being made towards confirming a comprehensive solution. In the meantime, all defects notified by tenants continue to be reported to CSD for action. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Apr-2025	30-Jun-2025
ENV-NE-WH 011g Asset review	Asset management review	A full review of Natural Environment assets is being completed through the Natural Environment Charity Review. The eventual outcome will include a comprehensive asset register for West Ham Park which will enable the investigation of potential options to tackle the backlog of repair and maintenance works.	Bill LoSasso; Jonathan Meares;	09-Apr-2025	30-Jun-2025

Appendix 1

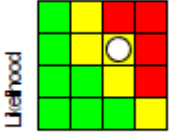
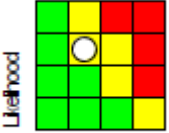
			Charlotte Williams		
ENV-NE-WH 011h Liaison with City Surveyor's Department	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects.	<p>The Assistant Property Facilities Manager (APFM) is in regular contact with Natural Environment Division stakeholders. Officers are continuing to work with CSD to resolve service delivery issues.</p> <p>We are establishing regular project prioritisation meetings with the CWP (Cyclical Works Programme) Team for project oversight.</p> <p>This is an ongoing action and is kept under review.</p>	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Apr-2025	30-Jun-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	Flight path
ENV-NE-WH 004 Budget pressures <div>Page 18</div> 25-Nov-2015 Bill LoSasso	Cause: Reduced budgets; running costs of West Ham Park exceed income generation; expanding demand on services; aging assets requiring investment. Event: Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets. Effect: Failure to deliver statutory duties. Failure to meet strategic objectives. Decline in range, and quality, of services. Closure of facilities. Decline of the built environment. Reputational damage to the City of London.	 Lifehood Impact	12	The new operational structure devotes staff resource to develop income generation - we are liaising with HR colleagues on recruitment to the post of Head of Development and Partnerships (this post is currently being advertised with a closing date of 22 April 2025). The date by which we aim to reduce this risk to the target score has been extended to March 2026 to allow time for the recruitment and onboarding process, and for the results of the new post holder's work to begin to be realised. West Ham Park is one of the Natural Environment charities which will transition to a grant funding model in 2025/26 (moving from the current deficit funding model). 09 Apr 2025	 Lifehood Impact	8	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 004a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	Regular review and forecasting of the budget position is undertaken with the Chamberlain's Department. Once in post, the Head of Development and Partnerships will focus on developing income generation opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Apr-2025	31-Mar-2026
ENV-NE-WH	Appoint Head of Development and	The new operational structure includes the role of 'Head of Development and Partnerships' for North	Bill	09-Apr-2025	31-Mar-2026

004b Appoint Head of Development and Partnerships	Partnerships	London Open Spaces. We are liaising with HR on recruitment to this post. Once on board, the post holder will focus on income generation.	LoSasso		
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Appendix 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 006 Adverse impacts of extreme weather and climate change 25-Nov-2015 Jonathan Meares; Charlotte Williams	Cause: Climate change: more frequent and severe storms, wind, rainfall, snow or drought. Event: More frequent and severe storm damage, flooding, and fires. Effect: Injury or death to staff, visitors, contractors and volunteers. Damage to flora and fauna. Damage to property (City of London owned property and that of neighbours and service users). Disruptions to service delivery. Temporary site/area closures. Increased demand for staff resources to respond to incidents and maintain site safety. Increased costs for reactive management and insurance claims.	 Likelihood Impact	12	The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events. An Extreme Weather Protocol is in place and has been successfully implemented several times due to recent storms. This improves our ability to reduce the risk by closing the site before extreme weather events occur. Increased watering is carried out during drought conditions. 09 Apr 2025	 Likelihood Impact	6	31-Aug-2025	
							Reduce	

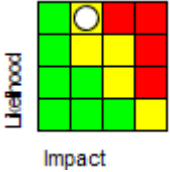
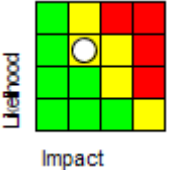
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 006a Plant species	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels.	This is captured in strategic documents, e.g. the City of London Tree Strategy SPD. This is an ongoing action.	Jonathan Meares; Charlotte Williams	09-Apr-2025	31-Aug-2025
ENV-NE-WH 006c Monitoring of warning systems	Monitor weather warnings: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings.	Our Extreme Weather Protocol is in place, it has recently been reviewed and a paper will be presented to West Ham Park Committee in due course, with proposed changes for approval. The Protocol includes procedures to close the park in high winds. An action log of these decisions is held to monitor patterns. Signage to inform visitors of fire risk has been developed. This is an ongoing action.	Jonathan Meares; Charlotte Williams	09-Apr-2025	31-Aug-2025

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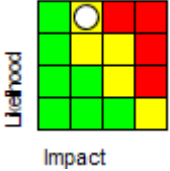
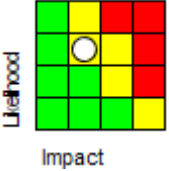
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 003a Health and safety	Continue to develop a culture of proactively reporting accidents, incidents and near misses.	Officers continue to report accidents and near misses. Accidents are subject to investigation and reviewed by the site supervisor and the Departmental Health and Safety Improvement Group. A local process has also been implemented to ensure recording of all incidents. Relevant training is being	Jonathan Meares; Charlotte	09-Apr-2025	30-Jun-2025

Appendix 1

culture		<p>organised for staff.</p> <p>A H&S Workshop was held at West Ham Park in March to discuss H&S; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their responsibilities.</p> <p>This is an ongoing action which is kept under regular review.</p>	Williams		
ENV-NE-WH 003g Health and safety site audits	Continue to undertake regular health and safety audits.	<p>Fire Risk Assessments and water safety audits are undertaken by an external contractor. A full review of Safe Systems of Work (SSoW) has been, and continues to be, undertaken by CoL staff.</p> <p>A fleet audit was recently undertaken by the CoL's Transport Policy Team - the result was largely positive, and the few resulting recommendations are being addressed.</p> <p>This is an ongoing action which is reviewed regularly.</p>	Jonathan Meares; Charlotte Williams	09-Apr-2025	30-Jun-2025
ENV-NE-WH 003h Health and safety meetings	<p>Relevant officers to participate in Departmental Health and Safety Improvement Group meetings.</p> <p>Hold regular Divisional and Sub-Divisional Health and Safety meetings.</p> <p>Keep staff informed, consulted and updated on health and safety matters.</p>	<p>The Head of Operations and Parks chairs the regular North London Open Spaces Health and Safety meetings, and represents NLOS at Divisional, Departmental and Corporate health and safety meetings.</p> <p>This is an ongoing action.</p>	Jonathan Meares; Charlotte Williams	09-Apr-2025	30-Jun-2025
ENV-NE-WH 003i Playground inspections	Annual RoSPA inspections of playgrounds.	<p>Annual RoSPA inspections of all playgrounds are carried out; these were last undertaken in November 2024.</p> <p>Training has been provided to relevant staff to enable them to carry out weekly and monthly inspections of playgrounds. A Playground Working Group has been established, and meets quarterly, to discuss ongoing maintenance of playgrounds.</p> <p>A best practice guide for the design, creation, installation and maintenance of playgrounds has been developed.</p>	Jonathan Meares; Charlotte Williams	09-Apr-2025	30-Jun-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	Flight path
ENV-NE-WH 009 Impacts of anti-social behaviour on staff and site 25-Nov-2015 Bill LoSasso	Cause: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. External societal environment, gang conflict. Event: (Knife) crime; anti-social behaviour including litter, dog fouling, dog attacks, public incursions. Effect: Reputational damage; injury to visitors and staff; negative impact on mental health and wellbeing of staff; insurance claims; increased costs to manage effects of damaging public behaviour.		8	Poor public behaviour is an ongoing issue at the Park and, as a result, the current risk score remains Amber 8 (likely/serious). Supplementary security services were used effectively during the summer in response to antisocial behaviour incidents. We continue to work with the London Borough of Newham's Community Safety Team. 09 Apr 2025		6	30-Jun-2025	
							Reduce	

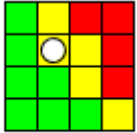
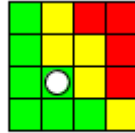
Action no, Title, Date,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 009b Develop and improve joint working to protect sites	Develop appropriate partnerships as needed.	We continue to work with the Met Police; schools liaison; Friends of West Ham Park; Safer Neighbourhood Teams and security companies. West Ham Park is very busy, increasingly so in periods of good weather and school holidays. This is an ongoing action.		Ricky O'Garro	09-Apr-2025	30-Jun-2025
ENV-NE-WH 009c Departmental 'Abuse of Staff Policy'	Develop Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is in place to enable rapid reporting of instances where staff experience abusive or unacceptable behaviour from members of the public. A Departmental 'Unacceptable Behaviour Protocol' has also been introduced. Locally, all instances of such behaviour are recorded online and via the departmental EEDI reporting email address - appropriate action is taken. The North London Open Spaces team is also making HR colleagues aware of the practical day-to-day challenges of managing open spaces.		Bill LoSasso	09-Apr-2025	30-Jun-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	Flight path
ENV-NE-WH 014 Tree event or failure <div>Page 24</div> 02-Feb-2023 Jonathan Meares	Cause: Large numbers of older, more vulnerable trees which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, exacerbate the risk. as does soil compaction. Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. High levels of soil compaction leading to tree health issues. Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.		8	Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly. The Extreme Weather Protocol contains criteria for closing West Ham Park in extreme weather conditions. The Protocol is under review and a report with recommendations will be presented to the West Ham Park Committee, with the draft revised Protocol, in due course. We are allocating additional resources where needed to manage the tree maintenance programme. 09 Apr 2025		6	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 014a Tree management systems	Continue to comply with established tree management systems.	A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away. The North London Open Spaces (NLOS) Tree Team works across all NLOS sites, including West Ham Park. Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.		David Humphries; Jonathan Meares; Charlotte Williams	09-Apr-2025	30-Sep-2025
ENV-NE-WH	Continue to enforce Extreme Weather	An Extreme Weather Protocol is in place which requires relevant sites/parts of sites to be closed		David	09-Apr-2025	30-Sep-2025

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014b Extreme Weather Protocol	Protocol and site closures as appropriate (see also ENV-NE-WH 006: Climate and Weather)	during extreme weather events, such as high winds, lightening/storms or flooding. The protocol is under review and a report with recommendations will be presented to Committee, with the draft revised Protocol in due course. The Tree Team has been provided with funding from the Climate Action Strategy Programme to monitor soil compaction in West Ham Park and its impact on tree health.	Humphries; Jonathan Meares; Charlotte Williams		
ENV-NE-WH 014c Tree Safety Policy	Review Divisional Tree Safety Policy	<p>The Natural Environment Division Tree Safety Policy sets out the requirements and processes that must be in place at all sites for proactive tree inspection programmes, based upon prioritisation criteria, and reactive inspections following incidents such as severe weather events. The Policy is based upon guidance issued by the National Tree Safety Group (NTSG) and has proven effective when tested following previous incidents.</p> <p>The Natural Environment Division's Tree Safety Group will review the Policy to check that it is being implemented fully across the Division and amend the content as necessary to reflect any changes.</p> <p>The NTSG has now released revised guidance. The Divisional Group will further review the Policy to ensure it aligns with the National Guidance.</p>	David Humphries; Jonathan Meares; Charlotte Williams	09-Apr-2025	30-Sep-2025
ENV-NE-WH 014d External Audit	Annual tree safety inspections undertaken by the NLOS Tree Team.	An annual review by external consultants of North London Open Spaces' (incl. West Ham Park) Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward.	David Humphries; Jonathan Meares; Charlotte Williams	09-Apr-2025	31-Dec-2025

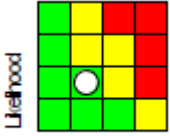
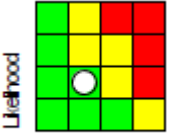
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 005 Negative impacts of pests and diseases	<p>Cause: Inadequate biosecurity, buying of infected trees, plants or animals. Oak Processionary Moth (OPM) is endemic across England.</p> <p>Event: Sites become infected by plant or tree diseases.</p> <p>Effect: Threat to human health, either directly or indirectly. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; loss of species; temporary site closures and associated access; increased costs for reactive maintenance.</p>	 <p>Liability</p> <p>Impact</p>	6	<p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division (NLOS) is reducing. We are now using almost entirely nature-based solutions for OPM management.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker. Ground compaction is a particular issue, exacerbated by climate change, which in turn exacerbates Massaria risk.</p> <p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylella fastidiosa</i>.</p> <p>Sooty Bark Disease is becoming more common, due to warmer, drier summers.</p> <p>Staff continue to be vigilant and inspect for all these and all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. The park may be closed in high winds to reduce incidents with tree</p>	 <p>Liability</p> <p>Impact</p>	4	31-Oct-2025	

Appendix 1

25-Nov-2015 Jonathan Meares				damage (which may be associated with pests/disease). Staff monitor reports of dead or injured birds at West Ham Park. Where appropriate, birds are tested for Avian Influenza. 09 Apr 2025				
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WH 005b Inspections	Annual tree inspections undertaken by qualified members of the NLOS Tree Team.	Tree inspections for Spring and Summer 2024 were undertaken and resultant works carried out. An annual programme is in place for cyclical inspections and is being met. The Tree Team has been provided with funding from the Climate Action Strategy Programme to monitor soil compaction at West Ham Park and assess its impact on tree health.			Jonathan Meares	09-Apr-2025	30-Sep-2025
ENV-NE-WH 005d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies and neighbouring local authorities continue to be maintained.			Jonathan Meares	09-Apr-2025	30-Sep-2025

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 010 Negative impacts of development and encroachment 25-Nov-2015 Bill LoSasso; Charlotte Williams	Cause: Population growth in London Borough of Newham. Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. Event: Houses, buildings or other developments on land affecting West Ham Park. Local population growth puts more pressure on the park and its facilities. Effect: Additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Likelihood Impact	4	The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition of potentially damaging developments, have been effective in reducing the risk. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. The target date shown is the date of the next review. We continue to liaise with relevant partners and stakeholders as necessary. 09 Apr 2025	 Likelihood Impact	4	30-Jun-2025	
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WH 010a Local authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Communication with London Borough of Newham is undertaken as necessary. Stakeholders, including the West Ham Park Committee and the Friends of West Ham Park, are consulted and updated as appropriate.			Bill LoSasso; Charlotte Williams	09-Apr-2025	30-Jun-2025
ENV-NE-WH 010b Local Authority Relationships	Maintain a close partnership with local planning authorities.	Ongoing. Officers respond to planning issues as necessary. Stakeholders, e.g. West Ham Park Committee, the Friends of West Ham Park, and LB Newham are updated as appropriate.			Bill LoSasso; Charlotte Williams	09-Apr-2025	30-Jun-2025
ENV-NE-WH 010c Engage planning consultant	Engage a planning consultant.	Officers will contract with a planning consultant to support continued monitoring of development proposals surrounding West Ham Park.			Bill LoSasso; Charlotte Williams	09-Apr-2025	30-Jun-2025

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 01 May 2025
Subject: Five-Year Business Plan (West Ham Park)	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	
Does this proposal require extra revenue and/or capital spending?	Spending is and will be as per approved annual and supplemental budgets
If so, how much?	Spending is and will be as per approved annual and supplemental budgets
What is the source of Funding?	<u>Multiple</u> -Local Risk -City Surveyor's Department -Capital Funding -Climate Action Strategy -External Funding -Charity income
Has this Funding Source been agreed with the Chamberlain's Department?	Yes, where spending is planned
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

Summary

This report provides an updated draft of the first five-year business plan for West Ham Park. As previously noted to this Committee, this mandated new and longer-term planning effort will be refined over the course of the next two years.

Recommendation(s)

Members are asked to:

- Review and approve the West Ham Park five-year business plan provided at Appendix 1

Main Report

Background

1. As previously reported to the committees, the City Corporation is now developing five-year business plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charities' planned workstreams for West Ham Park over a five-year period and will show how and when the various workstreams will be resourced and delivered.
2. Business planning for NLOS is complex and has become more complex in recent years due to multiple factors, including NLOS's complex multi-site structure and reporting relationships, recent staff reductions, having a large number of staff who split their time across more than one site, and the practice of workstreams being conceived, funded, and delivered variously by NLOS and other City Corporation departments and initiatives that nevertheless require NLOS resource to deliver (eg, City Surveyor's Department programmes and the Climate Action Strategy).
3. The development of a five-year business plans will support central planning, delivery, and reporting on these numerous workstreams across four sites for our NLOS sub-division, as well as better time management for Officers.
4. The five-year Business Plan will be updated annually to reflect changes in priorities and resources. This review will typically occur annually, but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.
5. The five-year Business Plan for West Ham Park lists proposed workstreams to deliver on the charitable obligations and strategic themes of the West Ham Park Management Plan. It also illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for West Ham Park, and progress against them will be reported.
6. The five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities in a resource-constrained

environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for years beyond the current year will necessarily be tentative and will be refined as clarity on out year resources and circumstances becomes clearer.

7. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.
8. The five-year Business Plan is not an exhaustive itemised list of NLOS's workstreams. Including an itemised list of the day-to-day "business as usual" activities that take up the majority of Officers' time would be impractical. This "business as usual" work is guided by an Annual Work Plan that guides the day-to-day activities of officers and sets out cyclical tasks that are planned and delivered on an annual or seasonal basis. This includes activities such as litter picking, cleansing, grass mowing, patrols, and the voluminous other critical tasks that are performed regularly as part of the day-to-day running of the West Ham Park.
9. This first iteration of the five-year Business Plan currently focusses on 2025-26 and 2026-27. The plan will be further developed over time as greater clarity on future years' resources becomes available, Officers complete the project prioritisation process as needed, and Officers develop estimates on the resourcing needed to deliver sought workstreams.
10. Estimating the resourcing devoted to workstreams, both at West Ham Park and across all four of NLOS's open spaces, is complex and will evolve and be refined over time. To illustrate the complexity, these estimates must reflect that fact that while many Officers work exclusively at West Ham Park (eg, Rangers working exclusively at West Ham Park), other Officers at NLOS work across multiple or all of the open spaces within NLOS's purview.

Corporate & Strategic Implications

Strategic implications

11. The West Ham Park five-year Business Plan will further the West Ham Park Management Plan, the Corporate Plan's strategic outcomes, and the four Natural Environment Strategies, as further detailed in this report.

Financial implications

12. Activities in the five-year Business Plan will be planned to meet the existing local risk of West Ham Park.

Resource implications

13. Officers managing West Ham Park are operating in a resource-constrained environment. The five-year Business Plan will support better alignment of workstreams within available resourcing to better articulate what is and is not possible to be delivered by Officers in any given year.

Legal implications

14. The City Corporation as the charity Trustee is responsible for ensuring that the West Ham Park Charity fulfils its charitable purpose, which is: "The maintenance of West Ham Park as open public grounds and gardens for the resort and recreation of adults and as playgrounds for youth and children." The five-year Business Plan will assist the delivery of the West Ham Park Management Plan and provide a clear framework for decision-making, including resource allocation which is in the best interests of the charity.⁵ The Plan will support Members of this Committee to exercise their duties responsibly on behalf of the City Corporation.

Risk implications

15. Activities within the business plan are assessed within the West Ham Park Risk Register.

Equalities implications

16. The West Ham Park Management Plan strategic themes are committed to increased engagement, diversity, and accessibility, which the five-year Business Plan will support delivery of. Activities within the business plan have or will have equalities impact assessments where relevant and appropriate.

Climate implications

17. Several of the activities with the five-year Business Plan are specifically to address climate-related issues.

Security implications

18. Relevant security risks are assessed with the West Ham Park Risk Register.

Conclusion

19. An initial five-year Business Plan is being developed to prioritise workstreams at West Ham Park. This Plan will be further developed by Officers over time. The plan lists proposed prioritised workstreams to deliver on the four strategic themes of the West Ham Park Management Plan and illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan allows the Charity to articulate its priorities for West Ham Park in a resource-constrained environment and agree with confidence the activities that will occur in West Ham Park in any given year

with as much predictability and forward planning as is feasible. In principle, if any new areas of potential work are identified throughout the lifespan of the five-year Business Plan that are not already included in the plan, consideration will need to be given to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased or postponed to accommodate any new work.

Appendices

- Appendix 1: Five-year Business Plan for West Ham Park

Background Papers

- None

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

bill.losasso@cityoflondon.gov.uk

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APPENDIX 1: DRAFT FIVE-YEAR BUSINESS PLAN (WEST HAM PARK)

ACTIVITY	ACTIVITY DESCRIPTION	WEST HAM PARK MANAGEMENT PLAN THEME	ANTICIPATED YEARS WORKSTREAM OCCURS					FUNDING SOURCE	CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENVT STRATEGIES			
			2025-26	2026-27	2027-28	2028-29	2029-30		1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
Toilet block	Refurbishment of the toilet block in the park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Cyclical Works Programme (City Surveyor's Dept)	X			X	X	X			X	
Climate resilience	Work as part of the Climate Adaption Action Plan/Carbon Removals Project to adapt management practice and planting where appropriate to contribute to climate resilience and carbon sequestration.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Climate Action Strategy			X		X		X			
Tree succession plan	Develop a tree succession plan to maintain the historic fabric of the Park (avenues), adapt to climate change, and safeguard the Park's distinctive tree and woodland cover in the longer term and their contribution to nature conservation and climate mitigation. Consider species selection plan to balance replanting of Park's historic tree species with choice of species likely to be more resilient to climate change.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)			X		X		X		X	X
Revisit Conservation Management Plan	Re-visit Conservation Management Plan strategy and actions, and identify opportunities to implement remaining actions, in alignment with any feedback from Green Flag 2025	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)			X	X		X	X	X	X	X
Signage and interpretation	Continue to review, and where appropriate update or enhance, signage and interpretation in the Park.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	X			X	X	X	X	X	X	X

Playground	Complete the installation of tiger mulch in the playground for safety	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.					Local Risk (West Ham Park Charity)	X			X	X	X			X	X	
Metropolitan Police relationship	Continue to develop the relationship with the Metropolitan Police / Safer Neighbourhood Team	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.					Local Risk (West Ham Park Charity)	X			X	X				X	X	
Planning consultant	Reinitiate relationship with planning consultant at NLOS to monitor potential impacts surrounding the Park.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.					Local Risk (West Ham Park Charity)			X		X			X	X	X	X
Review of Policies, Procedures, and Safe Systems of Work	Continue the review and update of these documents to guide the safe and efficient running of the Park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.					Local Risk (West Ham Park Charity)	X		X	X	X	X	X	X	X	X	X
Review of licences and agreements	Review existing licences, agreements and uses of the Park to ensure that all necessary agreements are modern, appropriate, and in place	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.					Local Risk (West Ham Park Charity)	X		X	X	X	X	X	X	X	X	X
Training programme	Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.					Local Risk (West Ham Park Charity)	X		X	X	X	X	X	X	X	X	X
Review of cycling	Review of cycling, scooters, and deliveries in the Park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.					Local Risk (West Ham Park Charity)			X	X	X			X	X	X	
Green Heritage Award	Apply for Green Heritage Award in 2025	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.					Local Risk (West Ham Park Charity)	X			X	X				X	X	X

Review of site accessibility	Perform an audit of access challenges in West Ham Park to sustain and enhance access for a diverse range of users to enjoy peaceful and tranquil experiences in the park, connect with nature, heritage and place, ensuring barriers to participation are identified and minimised, and ensure facilities and activities are welcoming, accessible to all, affordable and promote inclusion.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.						Local Risk (West Ham Park Charity)	X			X	X	X	X	X	X	X
Refreshments	Identify a suitable location for a food and beverage offer for implementation	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	X			X	X			X	X	
Community Engagement Toolkit	Develop a 'Community Engagement Toolkit' to guide engagement efforts in the park on a number of areas and ensure an approach that is inclusive, welcoming, and as per best practice.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	X		X	X	X	X	X	X	X	X
Volunteering	Widen volunteer engagement in all aspects of Park management, including practical maintenance, surveys such as wildlife monitoring, and biodiversity, and increase opportunities to engage in informal activities such as health walks, guided walks and tasks in the community garden and around the Park.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	X		X	X	X		X	X	X	X
Active recreation	Look at opportunities to further develop the Outdoor Gym which is heavily used.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	X			X	X	X		X	X	
200m of hedge planted	Plant 200m of new hedge in the park with the Friends of West Ham Park	4. Community: We engage visitors and the local community in understanding and caring for the Park.						External			X				X		X	
Events	Initiate a programme of events on the bandstand in partnership with local community partners	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	X			X	X			X	X	
Webpage audit	Complete the audit of the West Ham Park webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for better communication and provision of info.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	X		X	X	X	X	X	X	X	X
Weddings	Review possibility of hosting of weddings in the park, secure needed permits/licence	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	X			X	X			X	X	
Memorial bench programme	Review the existing memorial bench programme, including inventory of assets, update of existing information/date, review of bench placement locations, and draft Committee report on proposed future of the programme.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)				X	X	X		X	X	
Events prospectus	Complete a marketing document to highlight potential event sites on the Park for community and commercial use	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	X			X	X			X	X	

Park Fest 2025	Work with the Friends of West Ham Park to host a small, community-centric celebration of the Park's 151th anniversary	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local risk + External	X			X	X			X	X	
Natural Environment Learning Team Agreement	Complete an agreement with the Natural Environment Learning Team to support their provision of continued learning activities on the Heath to continue to develop and expand our Learning, Heritage and Volunteer programmes, and ensure our learning and volunteering programmes continue to promote outreach across communities with opportunities for engagement for all.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	X		X	X	X		X	X		X

The following workstreams are primarily delivered by partners but comprise a considerable amount of work and coordination by West Ham Park and NLOS staff.

Annual Work Plan (Business as Usual)	The Annual Work Plan is not a part of this Five-year Business Plan. It is, however, the bulk of work undertaken by officer and is included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.	All						Local Risk (Hampstead Heath Charity)	X		X	X	X	X	X	X	X	X
Cyclical Works Programme (City Surveyor's Dept)	Numerous workstreams. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access. Officers are liaising with City Surveyor's Department on a programme/project dashboard.	All						Cyclical Works Programme (City Surveyor's Dept)	X		X	X	X	X	X	X	X	X
Reactive Building Repairs & Maintenance Programme (City Surveyor's Dept)	Numerous workstreams. Work occurs as scheduled / planned preventive maintenance arises, and as reactive repairs and maintenance needs arise. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access.	All						Reactive Bldg Repairs & Maint Programme (City Surveyor's Dept)	X		X	X	X	X	X	X	X	X

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City of London Corporation Committee Report

Committee(s): Hampstead Heath Consultative Committee – For Discussion Natural Environment Board – For Discussion West Ham Park Committee – For Discussion Hampstead Heath, Highgate Wood & Queen’s Park Committee – For Discussion Epping Forest & Commons Committee – For Discussion	Dated: 29/04/2025 01/05/2025 01/05/2025 20/05/2025 29/05/2025
Subject: Terms of Reference for the Natural Environment Complementary Land Policy and Complementary Land Use Appraisal	Public report: For Discussion
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Dynamic Economic Growth Leading Sustainable Environment Vibrant Thriving Destination Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	Up to £50,000 will be needed to pay for a consultant to carry out an independent appraisal of the Complementary Land Use Appraisal
What is the source of Funding?	Funding will be sought from the Transformation Fund
Has this Funding Source been agreed with the Chamberlain’s Department?	Chamberlains has been consulted and has advised that an application can be made for Transformation funding.
Report of:	Katie Stewart, Executive Director Environment
Report author:	Emily Brennan, Natural Environment Director

Summary

The City of London Corporation (CoLC) has commissioned a review of its eight Natural Environment charities (NE charities) as part of a wider charity review. The Natural Environment Charities Review (NECR) is a transformation programme delivering improvements to the governance and management of the NE Charities to ensure that the City of London Corporation (CoLC), as trustee, can demonstrate compliance with its various legal obligations, and that the charities can operate in a more self-determining and financially sustainable way into the future.

The NE charities own and manage an extensive portfolio of land and built assets outside of the Square Mile. A number of CoLC-owned assets which were originally purchased to support charity operations and/or to support income generation for the NE charities are managed in complement with those charities.

This report proposes the scope and terms of reference for two specific pieces of work to review and improve management of these assets: (a) the development of an updated Complementary Land Policy and (b) a Complementary Land Use Appraisal. The ToRs for the Complementary Land Policy and the Complementary Land Use Appraisal are being submitted to your Committee for consultation. Amendments suggested as a result of that consultation will be taken into account in preparing a final draft of the paper and accompanying ToRs which will be submitted to Policy & Resources Committee for decision on 12 June.

Recommendation(s)

Members are asked to:

- Consider the report and appendices;
- Suggest any amendments and/or changes to the proposed Terms of Reference (ToRs) for (a) the work to develop a Natural Environment Complementary Land Policy (Appendix 1), and (b) the Natural Environment Complementary Land Use Appraisal (Appendix 2). Any proposed amendments and changes by your Committee and by other NE Committees will be considered in the preparation of the version of the ToRs which will be submitted to the Policy & Resources Committee on 12th June 2025 for decision.

Background

1. The City of London Corporation (CoLC) manages a number of greenspaces and buildings in or around London, which are located outside of the Square Mile. Most of these assets are held by the CoLC in its capacity as the sole trustee of the NE charities, but some are held by the CoLC in its corporate capacity with the aim of supporting charity operations and/or funding. These assets are managed

in complement to the activities of the NE charities.

2. It is proposed that land assets which are managed, used and/or occupied by the Natural Environment charities, but which are held by the CoLC in a non-charity trustee capacity, will be referred to henceforth as Complementary Land, replacing previously used terms such as 'Buffer Land' and 'Pink Land'.
3. For the purposes of this report and appendices, reference to Complementary Land also includes any built assets associated with it, such as sheds, offices, lodges and otherwise.
4. Land held by the NE charities is managed and administered in line with the objects of the relevant charity, which generally require the preservation of these greenspaces in perpetuity for the recreation and enjoyment of the public. As land held by CoLC in a non-charity trustee capacity, Complementary Land is not restricted to these objects (although it may be subject to other, site specific constraints); however, the purpose of such land when acquired was and historically has remained to support and protect the land which is subject to those charitable objects. Many Complementary Land sites are essential for operations and host buildings and facilities such as sheds and offices; however, a large area, mainly to the north of Epping Forest, is tenanted farmland, grassland, woodland or other open space, and is not subject to the restrictions of the Epping Forest Act and so offers broader potential opportunities for income generation or other uses. The North London Open Spaces only have one site of Complementary Land, Heathfield House, which is used as office space. The majority of Complementary Land is located at Epping Forest, and there are also several parcels at The Commons.

Current Position

5. The NECR has recommended that updated governance arrangements should be developed for these land parcels and their associated built assets. The 'Buffer Land Policy', which was principally articulated in a series of decisions of the Epping Forest and Open Spaces and Policy and Resources Committees in the 1990s, does not meet current management or governance needs and does not include all Complementary Land assets associated with the NE charities.

Proposals

6. In order to better manage these Complementary Land assets, a Complementary Land Policy will be developed as part of the existing NECR programme. The policy development process will review existing policies relating to the acquisition and management of Complementary Land, including the existing 'Buffer Land Policy' for Epping Forest, with a view to replacing and consolidating them as appropriate within the Complementary Land Policy. This paper sets out the proposed Terms of Reference (ToRs) for the development of the Complementary Land Policy (Appendix 1).
7. The aims of the Complementary Land Policy are to set out a framework for CoLC's governance, resourcing and management of Complementary Land, as

well as for determining the optimum use for each asset moving forwards, considering the aims and objectives of the CoLC in its roles and responsibilities including as Charity Trustee. It will also consider priorities such as income generation potential, restrictions on potential uses and/or disposal of assets, and existing commitments such as contribution to the CoLC's Climate Action Strategy (CAS) targets. No additional funding is required for this piece of work as it is being funded as part of the existing NECR programme.

8. This paper also sets out the proposed ToRs for second piece of work: a Complementary Land Use Appraisal (Appendix 2). This piece of work will help inform the development of the Complementary Land Policy, but was a distinct piece of work requested by Policy & Resources Committee on 13th February 2025 following a debate about future potential uses of Loughton Golf Course (a Complementary Land asset in Epping Forest). This Appraisal will involve appointing a consultant to carry out an independent, detailed options appraisal for each Complementary Land asset.
9. The Policy and Appraisal are both critical to the NECR as commissioned by Finance Committee in 2023, and the P&R request to look afresh at how Complementary Land may be used against wider Corporation and/or NE Charities' objectives.
10. The Appraisal will be commenced as soon as possible in order to start assembling the necessary evidence for a site-by-site assessment as requested by Committee, but recommendations to P&R on the ultimate use of each site will be made in view of the final Policy that is developed. A recommendation for the future use of each asset will be proposed and will be put to P&R for decision following consultation with the NE charities' management committees and with other key stakeholders, including consultative committees. This assessment will consider what options are viable for each asset, strategic priorities, any restrictions on usage / disposal, potential for income generation, operational requirements, whether or not that asset is still delivering its original purpose, and whether that purpose is still valid – all against the newly developed Policy.
11. As part of the proposed Complementary Land Policy Review and Appraisal, there is also a requirement to fully understand and articulate their modern context, including the services they continue to provide to the charities such as operational function, climate mitigation, protection from encroachment, access, and income generation. It is also important to identify and explore the opportunities associated with these assets, such as income generation, environmental improvements including carbon sequestration, recreational and operational uses. Key constraints on existing or potential uses also need to be identified including legal and environmental restrictions and/or designations, national and local planning policies and frameworks, and any existing commitments (e.g. usage for carbon credits or biodiversity offsetting). It is proposed that this current and potential value should be formally, independently assessed alongside the benefits and risks of disposal options, including for housing, commercial or other development.

12. In the longer term it may be desirable for simplification of CoLC and charity administration to seek formal changes to the governing documents of relevant NE charities, to ensure they have appropriate powers to facilitate the management of a broader range of land and assets than currently envisaged in their charitable objects and founding Acts. The routes to achieve this are either through a Various Powers Act, or potentially through Charity Commission processes, either of which would be significant projects in themselves.

Corporate & Strategic Implications

Strategic implications: The CoLC NE Complementary Land Policy and the Complementary Land Use Assessment both satisfy the City of London Corporate Plan outcome 'Leading Sustainable Environment'; *'We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040'*. They will also contribute to 'Providing Excellent Services' and 'Flourishing Public Spaces'.

Financial implications: The Appraisal does not fall within the original scope of the NECR therefore additional funding is sought to cover the cost of appointing an independent consultant to deliver it. The cost is anticipated to be in the region of £50,000 and funding will be sought from the CoLC's Transformation Fund. The need for additional budget for the legal input necessary to support the Land Use Assessment will be assessed as the detailed scope of the project is defined, and included within any funding bids as appropriate.

It should be noted that as Members have indicated that this work is a priority and should be completed by mid to late 2025, the Executive Director Environment has approved the appointment of a consultant to enable work to be progressed, underwritten by the Department's budget, which will ensure the work is not delayed.

Resource implications: The Terms of Reference at Appendices 1 and 2 outline membership of officer task and finish groups for oversight and delivery of these two workstreams.

Legal implications: Comptrollers and City Solicitors representation is included in both the Policy Development and Land Use Assessment work streams. The Complementary Land parcels were acquired at different times and have differing legal contexts. For example, while the majority are held in City's Estate, there are parcels adjacent to Epping Forest held in City Fund. Some parcels will have specific restrictive covenants on their titles. These factors will need to be taken into account during the review, and are particularly relevant to the 'constraints' element of the Land Use Assessment. The Complementary Land Policy will need to reflect the distinctions between CoLC in its charity trustee capacity and in its City's Estate/Fund capacities in the use and management of the various parcels, with appropriate supporting internal governance mechanisms identified and implemented.

Risk implications: Risks of both Complementary Land Policy Development and Complementary Land Use Assessment will be recorded on NECR Risk Register and managed by the Task and Finish Group for each project stream.

Equalities implications: Equalities implications will be taken into account where relevant as the Complementary Land Policy and Land Use Assessment are developed.

Climate implications: The City of London Climate Action Strategy will be taken into account both in the development of the Complementary Land Policy and in the Land Use Assessment. The latter will also include existing Natural Capital Assessment data and Biodiversity Net Gain potential, in combination with other considerations such as mitigation of local development pressures.

Security implications: To be included as part of Land Use Assessment (for example, if change of use of all or part of an existing land parcel presented a security concern to a charity or CoLC property).

Appendices

Appendix 1: Terms of Reference: Complementary Land Policy Development

Appendix 2: Terms of Reference: Complementary Land Use Appraisal

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City of London Complementary Land and Associated Assets Policy

Development: Draft Terms of Reference 8/4/2025

1. Introduction

The City of London Corporation (CoLC) manages a number of greenspaces in and around London, which are located outside of the Square Mile. Most of these greenspaces are held by the CoLC in its capacity as the sole trustee of the charities, but some assets are held by the CoLC in its corporate capacity with the aim of supporting charity operations and/or funding, henceforth described as 'Complementary Land'.

Land held by the NE charities is managed and administered in line with the objects of the relevant charity, which generally require the preservation of these greenspaces in perpetuity for the recreation and enjoyment of the public. Complementary Land is not restricted to these objects, but its purpose originally and historically has been to support and protect the land which is subject to those charitable objects. For instance, many Complementary Land assets are essential for operational purposes and host buildings and facilities such as farm buildings and offices. However, a large area of Complementary Land around the northern sections of Epping Forest, is a mosaic of tenanted farmland, grassland, woodland or other open space and is not directly covered by the obligations of the Epping Forest Act. Similar sites exist at other Natural Environment sites but not to the same scale as at Epping Forest.

This document sets out the terms of reference for the Complementary Land Policy, to create a policy for managing what we now describe as 'Complementary Land' – defined as land parcels and associated assets that are close to (usually bordering) and managed in complement with the Natural Environment charities' assets. Complementary Land assets are not charity assets, instead being owned by the CoLC and held in City's Estate or City Fund.

2. Membership

The Task and Finish Group will be chaired by the Natural Environment Director. The following departments/teams will be represented on the Group: City Surveyor's, the City Bridge Foundation (Central Funding and Charity Management Team), Comptrollers & City Solicitors, Town Clerk's, The Policy Unit, Chamberlains, and the Natural Environment Division. Representatives from Planning and from the Climate Action Programme will be invited into meetings as needed.

3. Purpose

The purpose of this work is to undertake a review of Complementary Land and to create a policy that:

- 1) Updates and/or replaces extant policy and governance documentation relevant to the land parcels and assets, in particular the Epping Forest Buffer Land Policy;
- 2) Creates a framework for the City Corporation governance, resourcing and management of Complementary Land;

- 3) Considers the intention for which Complementary Land was originally purchased or transferred including specific circumstances arising;
- 4) Defines what Complementary Land needs to provide to support the charities now and considers if the original purchase intentions remain relevant;
- 5) Provides recommendations for any long-term charity governance and legislative powers required for the charities to manage Complementary Land;
- 6) Fully considers and clarifies the process for acquisition/disposal of Complementary Land;
- 7) Provides a clear framework for financial arrangements relating to the management, acquisition and disposal of Complementary Land.

4. Duration

The Complementary Land Task and Finish Group will exist until the Complementary Land Policy is approved and associated implementation processes and procedures have been agreed. Officers aim to bring the Complementary Land Policy to Policy & Resources Committee in 2025 for approval.

5. Governance

A policy recommendation from the Complementary Land Task and Finish Group will be brought to Policy & Resources Committee for decision as these assets are held by the CoLC in City's Estate or City Fund. Prior to this, Natural Environment Committees and other key stakeholders will be consulted on the content of the Policy as the use and management of Complementary Land assets may have implications for the management of charity sites and operations. Feedback from these engagements will be shared with P&R along with the proposed policy.

6. Legal Advice

Initial legal advice has been sought from C&CS and external legal advisors; this will be considered as part of policy development through C&CS representation on the Task and Finish Group. Further advice will be obtained as necessary as work progresses.

7. Financial Advice

Initial advice on financial arrangements has been sought from external legal advisors and CHB. Further advice will be considered through Chamberlains' representation on the Task and Finish Group.

8. Meetings and Process

The Complementary Land Policy Task and Finish Group will meet regularly. Initial reports outlining background, ToRs, timelines and long-term aims will go to NE and P&R committees in late spring to early summer 2025. This work is within scope of the Natural Environment Charities Review and will be funded from the agreed NECR budget.

City of London Complementary Land Use Appraisal **Draft Terms of Reference**

08/04/2025

1. Introduction

The City of London Corporation (CoLC) manages a number of greenspaces in and around London which are located outside of the Square Mile. Most of these greenspaces are held by the CoLC in its capacity as the sole trustee of the charities, but some assets are held by the CoLC in its corporate capacity with the aim of supporting charity operations and/or funding, henceforth described as 'Complementary Land'. Complementary Land assets are not charity assets, instead being owned by the CoLC and held in City's Estate or City Fund.

Land held by the NE charities is managed and administered in line with the objects of the relevant charity, which generally require the preservation of these greenspaces in perpetuity for the recreation and enjoyment of the public. Complementary Land is not restricted to these objects, but its purpose originally and historically has been to support and protect the land which is subject to those charitable objects. For instance, many Complementary Land assets are essential for operational purposes and host buildings and facilities such as farm buildings and offices. However, a large area of Complementary Land around the northern sections of Epping Forest is a mosaic of tenanted farmland, grassland, woodland or other open space and is not directly covered by the restrictions of the Epping Forest Act. Similar assets exist at other Natural Environment sites but not to the same scale as at Epping Forest.

Complementary Land parcels and the built assets on them may provide opportunities for income, environmental buffering and improvements, commercial ventures, recreation, operational uses and other projects. They may also present opportunities for housing or other development. In order to fully inform decisions over these assets a full impartial assessment by an external consultant is proposed, which will consider all relevant criteria and associated risks, constraints and obligations. This document sets out the Terms of Reference (ToRs) for a Complementary Land Use Appraisal.

2. Membership

The Task and Finish Group will be chaired by Rob McNicol, Assistant Director Planning Policy & Strategy, and will report to the Executive Director Environment, Katie Stewart. The following departments/teams will be represented on the Group: City Surveyor's, the City Bridge Foundation (Central Funding and Charity Management Team), Planning, Transformation, Comptrollers & City Solicitors, and the Natural Environment Division. Representatives from Town Clerk's, Chamberlains and the Climate Action Programme will be invited into meetings as needed.

3. Purpose

A methodology will be established for appraisal of Complementary Land parcels and their associated built assets and the Task & Finish Group will oversee an independent appraisal of all Complementary Land parcels according to the agreed criteria, ultimately identifying

preferred option(s) for each land parcel and making recommendations to relevant senior officer boards and committees. Key objectives are:

- 1) To define what Complementary Land needs to provide to support the charities now and reasonably foreseeable future, having regard to the intention of why the complementary land was originally purchased;
- 2) To quantify and value options for future use, with regard to corporate, charity, local, environmental, financial priorities and strategies;
- 3) To assess the potential viability of each site alternative use, e.g. housing, commercial development or other development, and/or for natural conservation (i.e. biodiversity net gain) of whole or part of those land parcels, in view of the corporation and Charities' priorities; subject to planning permission and taking into consideration such matters as changing National Green Belt policy, Local Plan and new housing targets for local authorities;
- 4) To understand and compile an assessment of constraints and obligations against those land parcels and assets;
- 5) To fully articulate upfront costs and risks alongside opportunities and value (current or potential) for each option;
- 6) To calculate and apply scoring and weighting to each element to assess highest priority opportunities;
- 7) To establish said scoring and weighting as a standard for future plans, disposals and acquisitions.

4. Duration and Resourcing

Engagement of a suitable consultant will take place by June 2025 with completion of the appraisal by end of 2025. Recommendations to senior officer panels and appropriate Committees will be made by the end of 2025.

This work, in particular the potential for housing or commercial use of these land parcels, has been requested by Policy & Resources Committee and is outside of the budgeted scope of the Natural Environment Charities Review (although the overarching Complementary Land Policy is included within scope). It is estimated that up to £50,000 will be needed to engage a suitably qualified consultancy firm to carry out this independent assessment to the required standard.

5. Governance

The appraisal with recommendations for each of the land parcels at each location will be brought to each of the local Natural Environment Management Committees and Resource Allocation Sub-Committee for consultation and then brought to Policy &

Resources Committee for approval as these assets are currently held by the CoLC in City's Estate or City Fund.

Following approval of the assessment and options, delegated authority will be sought from Policy & Resources Committee to manage the implementation of recommended options, alongside any necessary changes to standing orders or terms of reference.

6. Legal Advice

Initial legal advice has been sought from C&CS and external legal advisors; this will be considered as part of developing the methodology for assessment, and through C&CS representation on the Task and Finish Group. Further advice will be obtained as necessary, (particularly in relation to understanding constraints, obligations and risks) as work progresses. The level of input needed will be scoped as the methodology of assessment is developed further, and reflected in future funding requests as necessary.

7. Financial Advice

Initial advice on financial arrangements and internal governance mechanisms relating to management of Complementary Land was received during the scoping phase of the NECR. Further advice will be considered through CHB representation on the Task and Finish Group, and obtained externally as required.

8. Meetings and Process

The Complementary Land Use Appraisal Task and Finish Group will meet on a regular basis. Initial reports outlining background, Terms of Reference, timelines and long-term aims will go to committees in spring to early summer 2025.

9. Funding

This appraisal work is outside the agreed scope of the Natural Environment Charities Review and is a corporate review of non-charitable land and property assets and therefore additional funding will be necessary to support this workstream. A request for Transformation funding will be made.

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