

<b>Committee(s):</b> Hampstead Heath, Highgate Wood, and Queen’s Park Committee	<b>Date(s):</b> 12 February 2024
<b>Subject:</b> Current structure of North London Open Spaces	<b>Public</b>
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<b>1, 2, 3, 4, 5, 11 &amp; 12</b>
Does this proposal require extra revenue and/or capital spending?	<b>No</b>
If so, how much?	<b>N/A</b>
What is the source of Funding?	<b>N/A</b>
Has this Funding Source been agreed with the Chamberlain’s Department?	<b>N/A</b>
<b>Report of:</b> Executive Director, Environment	<b>For information</b>
<b>Report author:</b> Bill LoSasso, Assistant Director	

## Summary

This report provides Committee Members with an update on the current structure of North London Open Spaces following the implementation of the Corporation’s Target Operating Model.

## Recommendation

Members are asked to:

- Note the content of the report.

## Main Report

### Target Operating Model (TOM)

1. The Corporation recently initiated a corporate reorganisation, referred to at the Corporation’s new “Target Operating Model” (TOM).
2. As a result of TOM and a successor effort, TOM2, there is now an updated structure for officer oversight of the charities that comprise North London Open Spaces, including Hampstead Heath, Highgate Wood, Queen’s Park, and West Ham Park.
3. This basic organisation of North London Open Spaces is attached for reference as Appendix 1.

## Current structure

4. The Corporation has five corporate departments (Chamberlain's, City Surveyor's, Comptroller and City Solicitor's, Town Clerk's Department, and Remembrancer's Office) and three service departments (Community and Children's Services, Innovation and Growth, and Environment).
5. The Environment Department was formed via the combination of three former departments, including the former Open Spaces Department. It is the largest and most complex department in the Corporation, with over 850 staff working in 25 locations providing key front-line services to the Corporation and beyond and is divided into five divisions (Natural Environment, City Operations, Planning and Development, Port Health and Public Protection, and Business Services).
6. The Natural Environment Division (formerly the Open Spaces Department) - which is led by the Director Natural Environment - manages over 11,000 acres of open space within and beyond London. These open spaces operate as nine charitable trusts and their general purpose is their preservation as open spaces for the recreation and enjoyment of the public. The open spaces are: Epping Forest, Burnham Beeches & Stoke Common, Coulsdon & Other Commons, West Wickham Common & Spring Park, Hampstead Heath, Highgate Wood, Queen's Park and West Ham Park.
7. Within the Natural Environment Division there are five sub-divisions. One of them – North London Open Spaces (NLOS) – oversees Hampstead Heath, Highgate Wood, Queen's Park, and West Ham Park.
8. NLOS operates pursuant to two committees of the Corporation: 1) Hampstead Heath, Highgate Wood, and Queen's Park Committee, and 2) West Ham Park Committee.
9. In addition, the new Natural Environment Board (formerly Open Space Committee) is an overarching policy and strategic body in relation to the activities of the Corporation's Natural Environment Division. The Natural Environment Board is not a management committee, and Hampstead Heath, Highgate Wood, and Queen's Park continue to operate pursuant to the Hampstead Heath, Highgate Wood, and Queen's Park Committee.
10. NLOS is led at the officer level by an Assistant Director (Superintendent), who is responsible for its day-to-day leadership. The management team of NLOS consists of the Assistant Director (Superintendent) and their five direct reports:
  - a. Head of Conservation, whose team is responsible for arboriculture, day-to-day management of Hampstead Heath (excluding Golders Hill Park and Parliament Hill), ecology, conservation, and waste management.
  - b. Head of Operations and Parks, whose team is responsible for Queen's Park, West Ham Park, and the remaining portions of the Heath (Golders Hill Park, Parliament Hill, and all swimming sites and operations). In addition, the Head

of Operations and Parks is responsible for health & safety and other operational matters across NLOS.

- c. Head of Development and Partnerships, who will lead a diverse team responsible for events, communications, volunteering, and income generation and fundraising on the post is filled.
- d. Sergeant, Hampstead Heath Constabulary, who oversees the Constabulary that patrols Hampstead Heath, Highgate Wood, and Queen's Park
- e. Office Manager, whose team provides administrative and other important support services to NLOS, and is line managed directly by the Chief of Staff (Environment) with a dotted line and close working relationship with the Superintendent of NLOS.

11. The organogram in Appendix 1 provides a basic visualisation of this structure.

#### Financial Implications

12. No impact foreseen.

#### Resource Implications

13. No impact foreseen

#### Climate Implications

14. Included within the annual plan for 2023/24 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted within the Natural Environment Division.

#### Legal Implications

15. No impact foreseen

#### Risk Implications

16. Risks are monitored and recorded through the Departmental Risk Register.

#### Equality Implications

17. No impact.

#### Security Implications

18. Security implications are monitored and recorded through the Departmental Risk register.

#### **Appendices**

- Appendix 1 – NLOS organogram (February 2024)

Bill LoSasso  
Assistant Director (Superintendent), Natural Environment  
E: [bill.losasso@cityoflondon.gov.uk](mailto:bill.losasso@cityoflondon.gov.uk)