



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: MONDAY, 14 APRIL 2014

Time: 1.45pm

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

Members: Jeremy Simons (Chairman)
Virginia Rounding (Deputy Chairman)
Deputy John Barker
Dennis Cotgrove
Karina Dostalova
Revd Dr Martin Dudley
Ann Holmes
Clare James
Professor John Lumley
Barbara Newman
Deputy John Owen-Ward
Tom Sleigh
Alderman Ian Luder (Ex-Officio Member)
Deputy Alex Deane (Ex-Officio Member)
Councillor Melvin Cohen
Martyn Foster
Councillor Sally Gimson
Tony Ghilchik
Maija Roberts

Enquiries: Alistair MacLellan
alistair.maclellan@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

3a) Minutes of the Hampstead Heath Consultative Committee (Pages 1 - 14)

Draft minutes of the Hampstead Heath Consultative Committee meeting held on 7 April 2014.

13a) Open Spaces Department Business Plan 2014-17 (Pages 15 - 50)

Report of the Director of Open Spaces.

HAMPSTEAD HEATH CONSULTATIVE COMMITTEE Monday, 7 April 2014

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Parliament Hill Conference Room, Parliament Hill Staff Yard, Parliament Hill Fields, Hampstead Heath, NW5 1QR on Monday, 7 April 2014 at 7.00 pm

Present

Members:

Jeremy Simons (Chairman)
Virginia Rounding (Deputy Chairman)
Xohan Duran (Representative of People with Disabilities)
Colin Gregory (Hampstead Garden Suburb Residents' Association)
Michael Hammerson (Highgate Society)
Ian Harrison (Vale of Health Society)
Dr Gaye Henson (Marylebone Birdwatching Society)
John Hunt (South End Green Association)
Nigel Ley (Open Spaces Society)
Susan Nettleton (Heath Hands)
Helen Payne (Friends of Kenwood)
Susan Rose (Highgate Conservation Area Advisory Committee)
Ellin Stein (Mansfield Conservation Area Advisory Committee/Neighbourhood Association)
Richard Sumray (London Council of Sport and Recreation)
David Walton (Representative of Clubs using facilities on the Heath)
John Weston (Hampstead Conservation Area Advisory Committee)
Jeremy Wright (Heath & Hampstead Society)

Officers:

Alistair MacLellan	- Town Clerk's Department
Sue Ireland	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Declan Gallagher	- Operational Services Manager, Hampstead Heath
Richard Gentry	- Constabulary and Queen's Park Manager
Jonathan Meares	- Conservation and Trees Manager
Paul Monaghan	- City Surveyor's Department
Richard Litherland	- City Surveyor's Department
Katherine Radusin	- Open Spaces Department
Esther Sumner	- Open Spaces Department

In Attendance:

Steve Evison	- Resources for Change
Nick Bradfield	- Dartmouth Park Conservation Area Advisory Committee
Stewart Purvis	- Vale of Health Society

1. **APOLOGIES**

Apologies were received from Mary Port and Simon Taylor. It was noted that Mary Port would be represented by Nick Bradfield.

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

There were no declarations.

3. **MINUTES**

The minutes of the meeting held on 20 January 2014 were approved as a correct record subject to the legislation being described as of 'secondary significance' (item 4), Ian Hammerson being corrected to Ian Harrison, where appropriate, 'size of new property' amended to 'size of new property, if any' (item 5.4) and the model farm being attributed to the former Caen Wood Towers (now Athlone House) rather than Kenwood House (item 5.4).

Matters Arising

London Borough of Camden Flood Warning Letter

The Chairman noted that this had been circulated to the Committee.

Hill Garden & Pergola

The Chairman noted that a report on proposals for marriages and civil ceremonies at this venue would now come to the June meeting of the Committee.

Ponds Project Correspondence

In response to a question from Ian Harrison, the Chairman stated that the City of London would be happy to make the correspondence between the City and the Heath and Hampstead Society between December 2013 – March 2014 public, subject to the agreement of the Society.

Planning – Athlone House

Susan Rose noted that an application to list Athlone House had now been submitted.

Storms

The Chairman noted that issues arising from winter storms would be dealt with under item 5.3.

Graffiti – Hill Garden Shelter

The Superintendent noted that the City Surveyor's Department would be inspecting the shelter at the end of April 2014 and would discuss the composition of the render with English Heritage.

Dog Control Orders (DCOs)

The Chairman noted that this issue would likely be submitted to the November 2014 meeting of the Committee. The Director of Open Spaces noted that the Epping Forest & Commons Committee had recently decided to proceed with

statutory consultation on implementation of DCOs at Burnham Beeches. Meanwhile the Anti-Social Behaviour Bill was progressing through the House of Lords and the measures arising from Parliament would be considered by the Open Spaces and City Gardens Committee, likely in June 2014. It was expected that Dog Control Orders would continue for a further 18 months before requiring to be converted into new Anti-Social Behaviour Orders.

The Good, The Bad, The Ugly

The Chairman noted this would be dealt with under item 5.7.

Parliament Hill Athletics Track Charges 2014/15

In response to a question from Richard Sumray on behalf of Simon Taylor, the Chairman confirmed that the Hampstead Heath, Highgate Wood and Queen's Park Committee had agreed to freeze the 2014/15 season ticket charges at 2013/14 level as a gesture of goodwill.

3.1 Hampstead Heath Sports Advisory Forum Minutes

The Committee received the minutes of the meeting of the Hampstead Heath Sports Advisory Forum held on 27 January 2014.

The Chairman noted that a report on the 2013 fatality in the Ladies' Pond would be submitted to the Forum before being reported to the Committee.

3.2 Additional Work Programme Bids - 2015/16

The Committee agreed to consider item 5.8 ahead of other reports to allow for the City Surveyor to depart the meeting early. It was therefore considered as item 3.2.

The City Surveyor introduced a report on proposed bids for the Additional Work Programme 2015/16 (AWP). He noted that these were cyclical works and recent examples included renovations to the tennis courts at Parliament Hill and renovations to the Parliament Hill Changing Rooms. He added that there were plans to renovate the shelter in the Hill Garden, and that planned works to the Belvedere in the Hill Garden had been delayed following the discovery of nesting bats.

He went on to clarify that the proposed bids for 2015/16 had not yet been approved, and represented an ideal list of works that had varying levels of priority. Proposed works included work on the paddling pool and more work to the Parliament Hill Athletics Track. He concluded by noting that the City Surveyor's Department worked closely with Hampstead Heath staff in drawing up planned works. He stressed that whilst works were cyclical in character, improvement works could be incorporated into the planned programme. Lastly he noted that all projects were drawn from the overall 20-year maintenance plan for the Heath.

Colin Gregory noted that it was difficult to respond to the request to comment on the proposed bids, given the bids before the Committee did not have any indication of their relative priority. For example, the Committee were not sure which of the 2014/15 projects would be proceeding. Moreover, it was difficult to gauge whether the £100k bid for works to the Pergola represented

the minimum needed to bring it up to standard, or if more monies were required to do so. The City Surveyor replied that any projects that were not accepted in each annual bid could be deferred to the following year, and that the Pergola would be the subject of a dedicated report that would be coming before the Committee. The Chairman added that feedback on the sums secured could be reported to the Committee.

In response to a question from Richard Sumray regarding what represented an ideal amount to be secured for 2015/16, the City Surveyor replied that the cyclical nature of the works meant that the ideal sum varied from year to year and that low priority projects could, as noted previously, be deferred until a following year.

In response to a question from John Hunt regarding the possibility of works associated with the Hampstead Heath Ponds Project being extended to include buildings associated with the Men's and Mixed Bathing Ponds, the City Surveyor replied that the City of London would not want the buildings to deteriorate, and therefore he would be consulting with the Superintendent on the issue.

In response to a comment from John Hunt that the paddling pool had been the subject of works a couple of years previously, the City Surveyor replied that this had indeed been the case but that the surface of the pool was now cracking and therefore it was proposed to install a rubberised surface to make the pool surface more resilient.

In response to a question from Gaye Henson regarding which ponds were subject to the £50k bid for dredging, the City Surveyor replied that this was for ponds outwith the scope of the Ponds Project.

In response to a request from Ian Harrison, the City Surveyor agreed that future AWP bid reports would include a map. The Superintendent concluded the item by noting that overall the bids represented good news for the Heath – the bids represented a three-year funding cycle and therefore any monies not spent could be carried over into future years.

The City Surveyor left at this point of the meeting.

4. SUPERINTENDENT'S UPDATE Hampstead Heath Ponds Project

The Superintendent noted that the Partnering Contract between the City Corporation, Atkins, Capita and BAM Nuttall Ltd had been signed on 14 March 2014. BAM Nuttall had based their operations in the City of London's Kenwood Yard, and ground investigations had commenced on 24 March. The locations and dates the ground investigations are being carried out are mapped on the City of London's website. BAM had given a presentation to the Ponds Project Stakeholder Group (PPSG) on 24 March. Ground investigation work had been completed on the Ladies' Pond and the Stock Pond, and work had commenced on the Boating Pond. Trial pits would commence on 14 April, and surveys of bird nesting were being carried out to assess likely impact. Locations for bore holes had been changed and in some cases cancelled based upon the likely impact. Seminars would be conducted for the PPSG on 13 April and 10 May, with the 13 April seminar focusing on the upper chains of ponds.

Planning – Water House

The Superintendent noted that a review of the basement impact assessment had been carried out and submitted to Camden, and that the developer had been requested to respond to the assessment's conclusions before the documents are placed on the website.

Planning – Archway Tower

The Superintendent noted that he had met with the developer, Essential Living, to discuss the proposed conversion of Archway Tower from office to residential use. Proposals included the profile of the building to be set back, and aerials to be removed. The application would be considered by the Islington Planning Committee on 23 April, and the City of London had asked to be consulted on the eventual palette used for the façade of the building.

Planning – Athlone House

The Superintendent noted that the applicant had not responded to concerns raised with them regarding the likely impact of their proposals.

Planning – Garden House

The Superintendent noted that there was no further update from the January meeting of the Committee.

Planning – Swains Lane

The Superintendent noted that the City of London was objecting to the proposed scheme on grounds of its inconsistency with national planning policy guidelines and its lack of suitability to the character of the surrounding location.

Property - Parliament Hill Athletics Track

The works to replace the boilers and showers was progressing according to the programme. The Superintendent noted that he had liaised with the Highgate Harriers to secure electricity supply for their 10 April event. He expressed his appreciation for the club's co-operation whilst the works were progressing.

Lido

The Superintendent noted that the 14 February storm had caused a collapse of 25m of perimeter walling and works to remedy this were still progressing and forecast to continue for the time being. Thought was therefore being put into ensuring there would be additional space for users of the Lido on the sun terraces during the summer. He added that anti-climb paint would be applied to the hoarding surrounding the works.

Pergola Belvedere

The Superintendent, as per item 3.2, confirmed that an inspection would take place on the Belvedere on 21 April.

National Grid

The Superintendent noted that gas leaks had continued to be a problem during January-March 2014. Nevertheless the football pitches had now been restored and restoration works to the Education Centre Secret Garden were due to commence. The costs of the works would be charged to the National Grid.

Southern Counties Cross-Country Championships – 25 January 2014

The Superintendent reported that the cross-country championships held in January had been a great success and that the course was recovering well, due in part to a dry March. The Conservation Team had fenced areas of the course off to assist in the natural recovery of damaged areas. It was expected that the National Championships would take place on the Heath in 2015.

Hampstead Heath Diary 2014/15

The Superintendent noted that the new diary would be available from 14 April.

World War One Centenary

The Superintendent noted that a field of poppies would be planted in Golders Hill Park to mark the centenary of the Great War.

Christmas Tree Sales – East Heath Car Park

The Superintendent noted that a proposal had been received for the sale of Christmas trees on East Heath Car Park during the festive season and this was currently under consideration. A report would be submitted to the Committee in due course.

Hampstead Heath Constabulary Dogs

The Superintendent reported that one of four Constabulary Police Dogs has failed the Home Office Licence and has consequently been re-homed. Working with Constabulary and Queens Park Manager he has launched an informal consultation proposing a restructure of the Constabulary. The proposed structure comprises 2 Sergeants, 2 Constable/Dog Handlers and 8 Constables. This retains the Constabulary at 12 Officers but reduces the number of Constable/Dog Handlers to 2.

In response to a query from Richard Sumray over why a restructure was being considered, the Superintendent replied that it was felt that the Constabulary could operate effectively with two dogs rather than four. A reduction in the number of dogs would remove the issue of having to backfill a Constable's role whilst on the annual 16-day refresher training for dog handling.

In response to concerns that, given the Constabulary operated on a two-shift rota, there would be no dogs on patrol on the Heath for significant periods of time, the Superintendent replied that the deployment of dogs could be planned based on experience and knowledge of particular times of day when dog patrols would be most effective.

In response to a comment by Jeremy Wright that the Constabulary used to have six dogs to call upon if needed, the Superintendent replied that the reduction to two dogs was a proposal and that he was currently consulting staff on their professional views to establish if a reduction in the dog team was feasible.

Parliament Hill School – Partial Demolition

In response to a question from Susan Rose, the Superintendent confirmed he was aware of proposals to partially demolish Parliament Hill School and that

these were being monitored to assess how these proposals would affect the Heath.

Pitt Arch Sign

In response to a query from Helen Payne, the Conservation and Trees Manager confirmed he would investigate the issue of the Pitt Arch sign and report back to the Committee.

5. REPORTS FOR CONSIDERATION:-

5.1 Resources for Change - Ponds Project Consultation Results

Steve Evison of Resources for Change introduced the report on the recent Ponds Project Information Giving and Non-Statutory Consultation Exercise, noting the exercise's two key elements of sharing information to raise awareness of the project alongside consulting members of the public on their preferred option for the dams.

Mr Evison noted that overall the achievements of the exercise had been comprehensive, with 4,000 persons having been contacted face-to-face on the Heath, and a further 800 persons contacted face-to-face at off-site stands such as that at Hampstead tube station. A further readership of 120,000 persons had been reached through local media and information cards had been delivered to 79,000 households. Furthermore, stakeholders had been proactively contacted by email and a series of guided walks had been offered on the Heath itself.

Commenting on the information stands in particular, he noted that substantive face-to-face comments were more common at the stand located on the Heath itself, rather than those located off-site due to the fact persons at tube stations tended to prefer collecting hardcopy information rather than stopping to express an opinion. He added that for the number of persons that had been made aware of the project, the number of consultation responses received was relatively low. He noted that it was important to keep in mind that those with strong negative opinions were arguably more likely to express an opinion, with a significant number of persons who lacked a strong opinion or felt that the issue had been dealt with through the design process to date being less likely to engage with the consultation.

He continued by noting that a reasonable number of persons were totally opposed to the project, and based their opposition on legal, engineering and data-quality grounds. Some persons suggested alternative design solutions, e.g. concentrating works at either higher or lower ends of the pond chains; or that Thames Water improve sewage systems south of the Heath to cope with excess water in the event of a flood event. Some persons argued that better emergency response procedures be implemented, rather than improved dams.

Mr Evison continued by outlining further themes that had emerged from the consultation responses. These included the broad preference for natural design solutions over 'hard-engineering', but that paths should be properly surfaced to ensure they were safe to walk on in the event of poor weather. Some concerns had been expressed over health and safety for the public – both adults and children – in the event of major works being carried out. Some respondents had focused on the need to preserve existing views on the Heath as much as possible – both 'short' (in close proximity to new dams) and 'long'

(wider vistas from points overlooking new dams). Some respondents had commented on the potential the project offered to improve and enhance the environment of the Heath for wildlife, particularly around the Model Boating Pond.

He added that not many consultation responses had been option-specific, but that some comments had expressed a general liking for the improvement of the Model Boating Pond on the Highgate Chain, including the creation of an artificial island. Responses for the Hampstead Chain had been even less option-specific, except for some requests for more information on the Catchpit. There was some appetite for alternative engineering designs, and for the information-flow around the project to continue. He concluded by noting that the exercise had been particularly notable for the number of people who had been given an awareness of the Ponds Project.

The Superintendent noted that the information received through the information sharing and consultation process was very important and that it would assist Atkins in reaching a Preferred Design Solution.

The Committee proceeded to discuss the report, with the following points being made:

- Ellin Stein commented that the non-option-specific bias in consultation responses was probably due to poor visual information on the various options being provided. She added that the images provided needed to be clearer.
- Richard Sumray agreed that the exercise had been useful in terms of information sharing, and that he was not surprised on the lack of option-specific feedback, given the alternative options were quite narrow. He added that it was important that it was communicated clearly how the feedback received had helped inform the Preferred Design.
- Susan Nettleton agreed, noting that the consultation responses received seemed to be balanced and that feedback on how these informed the project was important.
- Colin Gregory said he welcomed the information sharing aspect of the exercise. He expressed disappointment that the report did not discuss how alternative themes could be considered – it gave the impression that the exercise was simply ‘tick-box’ in its approach.
- The Chairman suggested that there should be a mechanism to provide feedback on the opinions raised.
- Ian Harrison suggested that the City of London identify the main themes expressed in the consultation responses and respond to these on its website, and think of ways in which to communicate this feedback to the wider general public.
- In response to a query from Susan Rose regarding the timetable of the project from here on, the City Surveyor replied that the consultation feedback would be incorporated into the report on the Preferred Solution currently being drafted by Atkins.
- In response to a query from John Hunt over the term ‘non-statutory consultation’, the Ponds Project and Management Support Officer replied that this was intended to ensure the process was distinct from statutory consultation that took place during processes such as planning

applications. The Director of Open Spaces confirmed that it was to make clear there was no legal requirement for the consultation to take place.

- Richard Sumray suggested that the local media be used to communicate feedback to the public.
- The Ponds Project and Management Support Officer commented that improved images would be provided to the PPSG, and that whilst the project timetable from here on was indeed tight, Atkins had been provided with the consultation results as soon as they had been drafted and therefore work was well underway to incorporate the comments into the Preferred Design. Thanks were due to the staff who had manned the consultation stands during the consultation period.
- Michael Hammerson commented that it was important to make clear in any feedback that the opportunity to comment further on the project would come in the statutory planning consultation phase.

Steve Evison left at this point of the meeting.

5.2 STEM and Policy Education Programme - Policy Initiatives Fund Application

The Committee discussed a report of the Director of Open Spaces regarding a STEM and Policy Education Programme.

Richard Sumray noted that he was supportive of the idea and felt that it was excellent, no matter what one's personal opinion of the Ponds Project might be. John Hunt agreed, and suggested that the programme perhaps include a theme on conflict resolution. Jeremy Wright concurred and suggested that the Institution of Civil Engineers (ICE) be contacted to see if they wished to contribute to the programme in some way. The Ponds Project and Management Support Officer agreed and noted that the City of London was pursuing in-house contacts with the ICE.

Jeremy Wright noted that, if the programme proceeded, both sides of the argument should be presented fairly and equally to the children in question. Michael Hammerson noted that the ecological and archaeological impact of the project on the Heath should also feature in the programme. Richard Sumray suggested that young people also be asked to contribute to the development of the education programme.

In response to a question from Gaye Henson, the Ponds Project and Management Support Officer replied that the City of London was not aware of any peer examples of such a project. In response to a further question from Susan Nettleton, she confirmed that the schools immediately adjacent to the Heath would be among those contacted regarding the programme.

5.3 Tree Management Update Report

The Conservation and Trees Manager introduced a report on Tree Management during 2013. He outlined issues dealt with in the report, including evaluation of tree and woodland resources, the arboricultural skills resource across the North London Open Spaces, the growing threat of tree disease and impact on workload, recent storm damage and extreme weather events, and the impact of the Ponds Project on adjacent trees.

Colin Gregory welcomed the report and paid tribute to the dedication, skills and expertise of the Tree Team, and further welcomed the fact that succession planning was being carried out to ensure these skills were kept. He posed two questions regarding the difference between the iTree software package versus the Capital Asset Value for Amenity Trees (CAVAT) package; and over what thought was being put into replacement trees in the event of severe tree loss due to disease.

In response the Conservation and Trees Manager replied that replacement planting of elm had been conducted over the past few years to counter the effect of Dutch Elm Disease, and that a replacement programme of Wild Service Trees was also being implemented, mainly around hedgerows. Regarding planning for the event of a major outbreak of tree disease, he noted that current advice in the event of an outbreak of Ash Dieback was to leave trees in situ to avoid spreading the disease further by removing them.

He added that the iTree and CAVAT systems were distinct but complimentary – whilst the iTree system had been developed in the USA, CAVAT was a system designed by the London Tree Officers Association to secure political awareness of the value of trees. They would therefore likely be used in conjunction with one another.

In response to a comment from Jeremy Wright regarding the replacement of trees with species more likely to cope with climate change, the Conservation and Trees Manager replied that this was an issue that was being considered. Jeremy Wright expressed his appreciation for the work of the Tree Team and the hope that their expertise would be maintained.

Michael Hammerson noted that it was important to raise public awareness of the work of the team to ensure the public appreciated the importance of trees and the work that was required to maintain their place in public open spaces. The Chairman replied that reports such as the one under consideration were available online, and that the Tree Team would be the subject of his forthcoming column in the *Ham&High*. The Director added that the City of London had sponsored a conference in early 2013 on the management of tree disease in London and would be funding a small exhibit raising awareness of Oak Processionary Moth at the Chelsea Flower Show in May 2014.

In response to a request from Ian Harrison, the Conservation and Trees Manager agreed to define what constituted a ‘tree incident’ in a future report. Ian Harrison expressed his appreciation for the report overall and noted that should a tree be lost, a ‘like for like’ replacement should not be the default option – instead more thought should be put into what would benefit the landscape overall.

5.4 Partnership Management of Bowling Green at Parliament Hill Fields

The Committee discussed a report of the Superintendent of Hampstead Heath. In response to a comment from Jeremy Wright that he had seen no evidence of effort by the Bowling Club to increase their membership despite this being a requirement set out in the agreement, the Operational Services Manager replied that the club were actively recruiting. Ian Harrison agreed, noting that both the Bowls and the Croquet Clubs were taking their obligations seriously.

He expressed his appreciation for the support of the City of London in helping secure the partnership management of the Bowling Green.

Nick Bradfield noted that the parking arrangements on page 163 should be amended to Monday to Friday between 10.00am-12.00pm.

The Chairman thanked Richard Sumray for his role in helping secure the partnership management plan.

5.5 Review of the Hampstead Heath Constabulary 2013

The Constabulary and Queen's Park Manager introduced a report of the Superintendent of Hampstead Heath on the work of the Constabulary during 2013.

In response to a question from Richard Sumray, he confirmed that individuals caught attempting to carry knives on the Heath and attempting to access facilities such as the Lido would have the weapon confiscated before being excluded.

In response to concerns expressed by John Weston regarding the potential reduction in police dogs, the Superintendent reiterated that deployment of dogs would be based on data and experience of trouble spots.

In response to a query from Jeremy Wright, the Constabulary and Queen's Park Manager said that poor dog control on the Heath was often due to individual dogs rather than groups of dogs being exercised by commercial dog walkers.

In response to a query from Colin Gregory over what the proposed action plan for dog control would involve, the Constabulary and Queen's Park Manager replied that it would seek to improve engagement with dog walkers and commercial dog walkers. For example the Constabulary were aware around 30-40 commercial dog walkers used the Heath and therefore it would be useful to engage with them and work with them to ensure the Heath was used responsibly.

In response to a query from John Hunt, the Superintendent replied that the City of London was investigating whether to license commercial dog walkers.

In response to a question from Susan Rose, the Constabulary and Queen's Park Manager replied that the increase in reported dog incidents was due to improved reporting processes.

In response to a question from Michael Hammerson, the Constabulary and Queen's Park Manager replied that metal detecting was not a problem on the Heath.

5.6 Update on Hampstead Heath - Public Sex Environment Outreach Work 2013

The Constabulary and Queen's Park Manager introduced a report of the Superintendent of Hampstead Heath on public sex environment (PSE) outreach work carried out during 2013.

In response to a question from Colin Gregory, he replied that litter remained a problem but that it was often concentrated in specific areas that, in liaison with frontline staff, could be cleared quickly. The Superintendent replied

that there was an associated issue of drug abuse which he has asked the Terrence Higgins Trust to help address within their outreach programme.

In response to a question from Jeremy Wright, the Constabulary and Queen's Park Manager replied that there had been some increase in the geographic area of the PSE, but no increase in the number of persons involved.

Helen Payne commented that she often walked her dog each morning across the area in question and that there had been a noticeable increase in litter in recent years, and therefore she wished to express her thanks to the efficient litter-pickers.

The Constabulary and Queen's Park Manager endorsed the excellent work being done by the small and dedicated team responsible for this area, and the Committee went on to endorse the continuation of the partnership work with the Terrence Higgins Trust during 2014.

5.7 Proposal for the Temporary Installation of The Good, The Bad and The Ugly at Parliament Hill Fields

The Chairman introduced a report of the Superintendent of Hampstead Heath regarding the temporary installation of artwork at Parliament Hill Fields.

Ellin Stein commented that, whilst she had liked the Writer and the Visitor, this proposal was poor by comparison and that Jake and Dinos Chapman had run out of creative steam a long time ago.

John Hunt felt that it was a fantastic proposal but expressed concern that the location would affect neighbouring trees. The Operational Services Manager replied that it would not, and that the location had been selected in liaison with the Hampstead Heath Ecologist.

Colin Gregory noted that he was in favour of the proposal.

Jeremy Wright reported that the proposal had been discussed at great length by the Heath & Hampstead Society (HHS). He noted that the HHS was supportive of appropriate artwork on the Heath in the right place and for the right period of time. In considering if the proposal was artistically appropriate, the HHS was of the majority view that it was ugly and not child-friendly. It would be more suited to the more municipal surroundings of Golders Hill Park. Its proposed location on Parliament Hill Fields was on the cusp of where the more municipal part of the Heath gave way to its natural aspect, and that it would be better sited on the southern slopes, nearer the athletic track. Moreover, a one year installation was unacceptable and a six-month installation would be more appropriate.

Susan Nettleton noted that people had managed to climb over the 9-metre tall Writer, and therefore were likely to climb over the much smaller proposal under consideration. The metal looked sharp and dangerous.

Helen Payne commented that the pieces would be vulnerable to graffiti. Jeremy Wright agreed, noting that the pieces were corten steel, which is designed to rust evenly. This would make cleaning graffiti incredibly difficult.

The Operational Services Manager commented that the installation would require the use of a crane, hence the decision to avoid Golders Hill Park where access would be difficult. The reason for the cusp location on Parliament Hill Fields was at the request of the artists, who wanted the pieces to be displayed in a semi-rural location – moreover the Hampstead Heath Consultative Committee had agreed to the use of the location in question in

principle, at one of its past meetings. In their current location, adjacent to the Gherkin, they have been barriered off, but this was to stop shortcutting not for safety reasons. Susan Nettleton commented that it was more likely teenagers would attempt to climb them rather than young children.

5.8 Education and Play Activities on Hampstead Heath

The Superintendent of Hampstead Heath introduced a report on education and play activities on the Heath. In response to a question from John Hunt he confirmed that Wild About Hampstead Heath remained a partnership project led by the Royal Society for the Protection of Birds.

Richard Sumray commented that, in keeping with many of the reports before the committee, it would be useful if the information they contained be communicated more widely to the general public.

Jeremy Wright expressed his congratulations to the Hampstead Heath Education Service for the quality of their work.

6. QUESTIONS

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

8. DATE OF NEXT MEETING

The next meeting will be held on Monday 2 June 2014 in the Parliament Hill Conference Room, Parliament Hill Fields, Hampstead Heath, NW5 1QR at 7.00pm.

The meeting ended at 9.15 pm

Chairman

Contact Officer: Alistair MacLellan
alistair.maclellan@cityoflondon.gov.uk

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Committee(s):	Date(s):	
Open Spaces and City Gardens Committee	For Decision	8 April 2014
West Ham Park Committee	For Information	8 April 2014
Hampstead Heath, Highgate Wood and Queen's Park Committee	For Information	14 April 2014
Epping Forest and Commons Committee	For Information	12 May 2014
Port Health and Environmental Services Committee	For Decision	13 May 2014
Subject: Open Spaces Department Business Plan 2014-2017	Public	
Report of: Director of Open Spaces	For Decision	
Summary		
<p>This report seeks approval for the Open Spaces Department Business Plan for 2014-17. The plan outlines the departmental priorities for the forthcoming year, outlines out longer term projects and specifies how we will measure our performance using a range of performance indicators.</p> <p>Progress delivering the Business Plan will be reported quarterly.</p>		
Recommendation(s)		
<p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the Open Spaces Department Business Plan for 2014-17 • Determine whether any projects and performance indicators represent high risk or priority areas of service, which you would require to be featured in the quarterly progress reports to this committee. 		

Main Report

Background

1. The department follows a clearly defined annual planning cycle which links service priorities with the budget setting cycle.

2. The Business Plan summarises key activities which will be completed in the forthcoming year and longer term projects where work will be done to define the scope of projects and arrive at more specific costs and timescales.
3. The plan links the department's activities to the City Together Strategy and the Corporate Plan, as well as outlining how performance will be measured within the department.

Current Position

4. A number of changes have been made to the Business Plan. The plan has been shortened in length, with a lot of the information previously included in the main report being included as appendices. This is both to reduce production costs and to make the Business Plan more accessible.
5. Feedback from members of staff suggested a single page summary of the plan would be helpful, in a format which could be printed and displayed on noticeboards at site. This has been introduced and included as an Appendix.
6. The department's strategic objectives were developed at an away day attended by the Director and Superintendents. Key objectives were developed in consultation with all Superintendents and a wide range of staff members drawn from across sites.
7. In previous years around twenty five key performance indicators were listed. In the new plan four key performance indicators have been identified. These are measures which seek to give an overall indicator of the performance of the department in three key areas: the environment, people management, finance and visitor satisfaction.
8. Other performance indicators which will be used at specific sites or in day to day management are included in an appendix.
9. Finally, following consultation with the City Surveyor's Department and the Chamberlain's Department it was agreed that capital projects should be divided into short term, medium term and long term to aid planning.
10. Short term projects are those which are thoroughly scoped with budgets and timetables for delivery.
11. Medium term projects are for delivery in three to five year time. These are projects where work needs to be carried out in the forthcoming financial year to define the scope of the project and identify budgets.
12. Long term projects are those with a timetable for delivery of over five years. These are currently not closely defined, but it was felt important to aid longer term resource planning to collect these projects in a single management document.

Corporate & Strategic Implications

13. The Business Plan outlines how the Open Space Department's activities and key projects support the aims of the City of London Corporate. It links to the themes of the City Together Strategy and the City's Corporate Plan.

Conclusion

14. Progress against the Business Plan will be monitored at monthly departmental management team meetings. Members will receive a quarterly monitoring report which provides details of progress on key project and the budget position.

Appendices

- Appendix 1 – Open Spaces Department Business Plan and appendices

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OPEN SPACES BUSINESS PLAN 2014- 2017

Adopted by the Open Spaces Committee on the XXXX

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1. Director's Introduction

2013/14 was a busy and successful year for the City of London's Open Spaces. The quality of the spaces we provide to London and beyond was once again confirmed by success in retaining our Green Flag and Green Heritage status at all sites.

At Hampstead Heath the Ponds Project was a challenging and significant piece of work. In the second half of the year local residents and visitors to the Heath were consulted on works to be done to ensure the dams meet safety standards.

At Epping Forest many elements of the Heritage Lottery Fund Branching Out Project were successfully delivered to time and on budget. Major improvements were completed at Jubilee Pond, which is now accessible to visitors in wheelchairs. Further work on the Grazing Strategy was also delivered with work beginning on an overwintering facility for cattle at Great Gregories. 2013/14 was also the first full year of operation for the new visitor centre 'The View', which was awarded a 'gold' accreditation by the Green Tourism Business Scheme (GTBS) for environmental design and visitor experience.

It is also good to celebrate many other notable achievements such as the awarding of £56,000 by the Heritage Lottery Fund to the Kenley Revival Project in October, the 'Blue Trees in London' installation by artist Konstantin Dimopoulos in the City Gardens, the completion of works to the traditional chapels at the Cemetery and Crematorium and the programme of innovative research carried out at Burnham Beeches and Stoke Commons in partnership with Natural England, the Environment Agency and South Buckinghamshire District Council to inform the Local Development Plan.

We also completed our City Bridge Trust funded programme 'Inspiring Londoners through Landscapes and Biodiversity'. The programme benefited around 10,000 school children each year who took part in a wide range of activities such as the 'Pond in your classroom' event and vegetable growing at West Ham Park. This was in addition to the significant work protecting landscapes and promoting biodiversity which was funded through this programme.

As a department a lot of creativity and energy was put in to a new visual identity which will be used across our sites to ensure visitors are aware of the City of London's role in managing green space in the Square Mile and well beyond.

Turning to 2014/15, there are three main priorities for our work. Two major hydrology projects – the Hampstead Heath Ponds project and the Highams Park Dam Project will be significant areas of work for the department. While the delivery of the projects will be carried out by engineers from the Built

Environment we will need to engage intensively with the local communities and manage the impact of any works happening at our sites. This will require significant resources through the year.

A second priority is improving our use of resources. While in some cases our activities to achieve this goal will be achieved in a short time scale – such as merging the Superintendents' roles at Burnham Beeches and City Commons and the introduction of a Land Management Category Board - some projects are longer term in scope. The Shoot Project at the Cemetery and Crematorium is one such project, which through provision of further lawn graves will support the long term financial sustainability of the site.

The Departmental Business Plan provides details of our objectives for the forthcoming year and outlines how we will use our resources to deliver our objectives.

2. Departmental Strategic Objectives 2014/15

Our strategic objectives for the forthcoming financial year are:

- *Widening and developing what we offer to Londoners through education, biodiversity and volunteering*
- *Improving our use of resources through increased income generation and improved procurement*
- *Successfully developing and managing potential hydrology projects at Hampstead Heath and Epping Forest.*

The table below shows how our strategic objectives will be delivered through our departmental key objectives. It also shows how our objectives relate to the corporate objective of providing valued services to London and the nation.

Departmental Priority	14/15 Objective	Provide valued services to London and the nation	Improved use of resources	Hydrology projects	Widening offer to Londoners
1	Hampstead Heath Ponds Project	✓		✓	
2	Delivering savings	✓	✓		
3	Epping Forest Management Plan	✓			✓
4	Higham Park Dam Project	✓		✓	
5	Cemetery and Crematorium Shoot Project	✓	✓		
6	Formalise management of City churchyards	✓	✓		
7	Kenley Revival Project	✓			✓
8	West Ham Nursery feasibility study	✓	✓		
9	West Ham Park Café Development	✓	✓		
10	Queen's Park Playground	✓			✓
11	City Commons/Burnham Beeches shared management	✓	✓		
12	Grazing Strategy	✓	✓		✓
13	Introduction of Land Management Category Board	✓	✓		
14	Roll out of visual identity	✓			✓

3. Departmental values and delivering these through our activities in 2014/15

The department has five values: quality, inclusion, environment, promotion and people. This section of the business plan outlines how our activities in 2014/15 will reflect these values.

We plan to review our values during the reporting year to ensure that the newly developed corporate values are integrated into how we do things.

a. Quality

We will participate in schemes which measure and benchmark our quality, applying for Green Flag status and Green Heritage Awards, and entering relevant categories in the London in Bloom awards.

b. Inclusion

We will use a standard visitor survey to collect information relating to those visiting our sites. We will use this data to analyse whether our visitors reflect communities near to our sites. The Departmental management team will then agree follow up action to improve our levels of inclusion.

We will deliver education and volunteering programme which seek to bring new and more diverse people to our sites. Our new application to the City Bridge Trust outlines our activities in these areas. Divisional plans outline local activities planned in these areas.

c. Environment

While this value underpins many of our key objectives outlined in Section 4 of this plan, two other areas of work will be continued during the year.

The grazing strategy will be progressed at two Divisions (Epping Forest and Burnham Beeches and City Commons). The year will see the completion of the overwintering facility at Great Gregories which will be used for the first time in the winter of 2014/15.

Sustainability Audits will also be completed during the year, as we continue to work to deliver our corporate carbon reduction target. An induction programme will also be provided for up to two other City of London departments.

d. Promotion

Two main areas of activity are planned in the area of marketing and communication.

- Roll out of the new visual identity
- Agreement of a social media strategy

A new visual identity was agreed for all Open Spaces sites in 2013/14. This identity will be used in all printed literature as well as on vehicles and uniform and in online communications.

Through 2014/15 the identity will be rolled out. This will be done in a low cost way – existing stocks of printed literature and uniform will be depleted, but any new communication materials will use the new visual identity. A project to update fixed signs at all sites will be scoped for delivery in subsequent financial years.

Use of social media to communicate the work of City London in maintaining Open Spaces has been piloted over the past two years. During 2014/15 we will develop and agree a strategy which lays out how we will develop this communication channel.

e. People

Training is essential to delivering a high quality and safe service. We will aim this year to spend 1.5% of direct staff costs on training. Our priorities for the year are training in:

- Personal Safety
- Health and Safety
- Management

The first area of priority reflects a newly identified departmental risk relating to anti-social behaviour in our Open Spaces. Many members of staff within Open Spaces regularly work alone and need training in technique to promote their personal safety. This training is one of our mitigating actions relating to the departmental risk.

Health and safety training remains a priority, given the risks inherent in many areas of operations. We will continue to encourage take up of appropriate health and safety training in the form of courses and informal learning such as 'tool box talks'.

In the area of management we have identified a need to ensure all managers are familiar with new procurement processes and the newly revised procurement regulations. In addition we will build our staff

management skills, so that staff in Open Spaces are empowered and motivated, as we work towards Investors in People accreditation and embed the new corporate values in our work.

4. Key objectives 2014/15

a. Hampstead Heath Ponds Project

Objective	<p>Working in partnership with the Director of the Built Environment and City Surveyors and delivering the following elements of the potential project: facilitate investigative and other works on site; provide specialist biodiversity and conservation expertise in planning; develop management and maintenance plans for the dam post project completion; community engagement and communication of project; delivery of linked education project.</p> <p>This is a high profile project, led by the Director of the Built Environment and overseen by a Project Board. Significant staff resources at Hampstead Heath will be committed to this objective throughout the reporting year.</p>
Rationale	<p>The City of London is responsible for ensuring that the pond dams on Hampstead Heath are safe. Works are needed to prevent the dams from failing in extreme rainfall and major storms. We aim to limit the works while making the dams safe and minimising the impact on the natural environment of the Heath.</p>
Actions/Milestones	<p>April 2014 – June 2014 Facilitation of ground investigations.</p>
	<p>April 2014 – March 2015 regular stakeholder meetings.</p>
	<p>January 2015 – March 2015 Mobilisation phase.</p>
	<p>March 2015 Scoping documents produced for management and maintenance plans.</p>
	<p>March 2015 Education programme developed.</p>

b. Delivering Savings

Objective	<p>To identify budget savings as agreed with the Chamberlain as part of the corporate Service Based Review process; development of a department income strategy to prioritise income generating project with best return on investment.</p>
Rationale	<p>A corporate review of services has been initiated to</p>

	make savings across the organisation over the next three financial years.
Actions/Milestones	June 2014 – Proposals produced for Finance Committee
	September 2014 – Agreement of Department Action Plan
	March 2015 – Delivery of any identified year one savings.

c. Epping Forest Management Plan

Objective	Development of a new management plan for Epping Forest
Rationale	The previous management plan ran from 2004-2010. A new management plan needs to be produced.
Actions/Milestones	December 2014 – Initiation of the consultation on the management plan
	March 2015 – Completion of consultation stage

d. Highams Park Dam Project

Objective	Manage community engagement in the Highams Park Dam Project
Rationale	The Environment Agency (EA) has instructed the City of London to carry out dam reinforcement, so that it continues to comply with the 1975 Reservoirs Act. A project is currently underway to re-design the dam at Highams Park by the City of London Corporation and external consultants. The project is led by the City Surveyors, but Open Spaces leads community engagement in the project.
Actions/Milestones	March 2015 – Completion of community engagement programme during works at the site

e. Shoot Project

Objective	Development of new lawn graves at the Cemetery to support the long term sustainability of the site
Rationale	Provision of additional lawn graves will ensure the sustainability of income streams for the Cemetery and Crematorium.
Actions/Milestones	April 2014 – Gateway 3/4 approval
	June 2014-September 2014 – Planning application
	September 2014 – Gateway 5 approval
	January 2015 – March 2015 – initiation of works

f. City Churchyards management arrangements

Objective	Review management arrangements at City churchyards
Rationale	There are many different agreements and arrangements relating to the City churchyards. These require review to ensure that we are fulfilling our obligations relating to maintenance of the churchyards and also to ensure clarity around the provision of refreshment concessions in churchyards. This project will need to be completed in partnership with the Diocesan Advisory Committee, City churches, the Comptrollers department and others within the City of London.
Actions/Milestones	March 2015 – Completion of review

g. Queen's Park playground modernisation

Objective	Completion of Phase 3 of the playground
Rationale	Following successful completion of the first two parts of the project; the final elements of the new equipment will be installed in 14/15. Resources will be spent paying for installation of equipment and staff time in project management activities and implementation including landscaping works.
Actions/Milestones	September 2014 Initiation of Phase 3 including fundraising activities
	March 2015 Completion of the installation

h. Kenley Revival Project

Objective	Develop the Kenley Revival Project and submit detailed proposals for a Stage 2 Heritage Lottery Fund bid
Rationale	Conserve and communicate the second world war heritage features of Kenly Airfield fighter base
Actions/Milestones	June 2014 - Develop Activity Plan
	September 2014 - Develop Conservation Plan
	December 2014 - Develop Management and Maintenance plan – Physical and Digital
	December 2014 -Develop Learning Plan
	December 2014 - Submit HLF bid

i. West Ham Park Nursery feasibility study

Objective	Assess of the Nursery business plan performance
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Rationale	A business plan for the nursery was developed for the period of 2010-2015. As the end of this period approaches an assessment of the performance of the nursery during this time needs to be completed, and an evaluation of future options undertaken.
Actions/Milestones	March 2015 – Completion of assessment and medium/long term plans for the nursery produced.

j. West Ham Park Café Development

Objective	Develop a café in West Ham Park
Rationale	There is unmet demand for a café in West Ham Park and an opportunity to develop an income stream; as part of this work a business case will be developed.
Actions/Milestones	September 2014 – Completion of initial scoping, including discussion with City Surveyors
	April 2015 – Development of project plan

k. City Commons and Burnham Beeches management arrangements

Objective	Develop and Deliver the new Structure at City Commons and integrate management with Burnham Beeches & Stoke Common under a single Superintendent
Rationale	Accommodate recent changes to the Department's Senior Management team and to deliver efficiencies through changes to staffing structures and new work practices.
Actions/Milestones	March 2015 - Deliver new structure at City Commons
	March 2015 - Identify and deliver new ways of 'collegiate' working across the 3 City Commons' sections whilst ensuring their status as separate Charities.
	March 2015 - Identify development/training needs to support the above
	March 2015 - Integrate communications across the City Commons and Burnham Beeches teams

l. Grazing project

Objective	Completion of infrastructure and first year of free range grazing at Epping Forest; expansion of grazing at Burnham Beeches. This is the completion of a long-term project to re-introduce grazing at the Forest
Rationale	The project brings significant conservation benefits and also is a lower cost method of managing the land.
Actions/Milestones	September 2014 – Full completion of over-wintering facilities at Great Gregories (Epping Forest)

	December 2014 – installation of hard and invisible fencing at the grazing zone (Epping Forest and Burnham Beeches)
	March 2014 – Completion of full year of free range grazing (Epping Forest)

m. Introduction of Land Management Category Board

Objective	Establish and develop programme of work for the Land Management Category Board
Rationale	Achieve improvements and efficiencies in departmental procurement through use of a category management approach to purchasing and the creation of a Land Management Category Board.
Actions/Milestones	April 2014 – Establishment of the board
	June 2015 – Agreement of priorities for year's work
	March 2015 – Reporting of savings achieved.

n. Roll out of the Open Spaces visual identity

Objective	Roll out of the new identity to all new publications, publicity materials newly purchased vehicles, infrastructure and uniforms
Rationale	Open Space sites, and the role of the City of London in managing and funding these sites, will be more effectively promoted through the use of a single identity for all publically available information
Actions/Milestones	April 2014 – Presentation of identity 'tool-kits' to staff
	September 2014 – Completion of initial training of staff in use of the toolkits
	March 2015 – Completion of roll out for all annually renewed publications and publicity materials.

5. Medium and long term priorities and projects

We have a priority this year to improve our use of resources. This has led us to focus on longer term projects which we will need to develop to ensure that we can create new income streams and maximise existing income streams.

Many of our longer term projects require significant input from other departments of the City of London Corporation, in particular the City Surveyor's Department, and this list is provided to help their longer term business and resource planning. The list of projects identified below show areas where we are beginning to scope work, identify resource requirements and business plan for future years.

The City Surveyor's Department provides property asset management and facilities (including heritage) management service to Open Spaces through a dedicated team and a project management team.

A number of management documents outline how we will manage our assets in partnership with the City Surveyors. This document outlines our planned business requirements and plans for property assets. The Corporate Asset Management Strategy, written by the City Surveyors sets out how the City manages its operational property assets effectively, efficiently and sustainably, to deliver the strategic priorities and service needs.

Asset Management Plans for core Open Spaces sites are being devised to address the short, medium and long term requirements, ensuring that the portfolio is fit for purpose and that there is a plan of action to meet any changes in operational demand and to support the Open Spaces longer term aspirations for the sites.

Opportunities will be taken to achieve efficiencies in utilising or sharing accommodation and to grow potential income from services that complement the Open Spaces, whilst reducing revenue expenditure.

Grant funding to support a variety of public causes could also benefit the City's Open Spaces. These will continue to be explored in partnership with the City Surveyors to help drive proposals here and in Asset Management Plans forward.

a. Short term projects

These are projects due for delivery in the next two years for which funding has been secured and plans developed.

Project	Timescale	Partners/contributors	Estimated costs
Improvements to Queen's Park and Highgate Wood Cafes to increase income generation	2015/16 (Project Initiation Document in development)	For discussion with City Surveyors	£50,000-£150,000
The Shoot Project	2014/15	Cemetery and Crematorium Reserve Fund	£528,000
Great Gregories – overwintering facility	2014/15	Local Risk and HLF funded	£135,000-£220,000
Kenley Revival	2014/15	Stage One funding secured from HLF	£320,000-£500,000
Seething Lane Garden	2014/15	S106 Funding	£800,000
Senator House Garden	2014/15	S106 Funding	£500,000-£1,000,000
St Botolph's Bishopgate	2014/15	S106 Funding	£92,000
St Olave's Churchyard	2014/15	S106 Funding	£500,000-£1,000,000

b. Medium term projects

These are projects due for delivery in the three to five years time. While the projects have been scoped, detailed plans and budgets may not have been established for each project.

Project	Timescale	Partners/contributors	Estimated costs
Parliament Hill and Queen's Park Paddling Pools; these facilities will be reaching the end of their expected lives and steps	2017/18	City Surveyors	Tbc

will need to be taken to replace/remodel facilities			
Education facilities at Hampstead Heath – change of use of buildings to align with the Corporate Education Strategy	2017/18	City Surveyors	Tbc
Bunhill Fields – restoration of memorials	Tbc	Possible HLF bid	Tbc
Wanstead Park	Tbc	Possible HLF bid	Tbc
Wanstead Flats – changing room renovation	Tbc	Possible Football Foundation bid	Tbc
Development of West Ham Park Café	2016/17	City Surveyor/disposal of asset	Tbc
Burnham Beeches Pond Embankments	Tbc	City Surveyors	£180,000
The Roman Kiln Project, Highgate Wood	2015/16 (Project Initiation Document in development)	Potential HLF funding	c. £100,000

c. Long term projects

These are projects where scoping has just been initiated. Plans are in development and budget yet to be defined. These projects will be delivered in five years' time or beyond.

Project	Timescale	Partners/contributors	Estimated costs
Hampstead Heath – Operational Buildings – (project to look at a range of buildings consolidate/improve/income generate)	Tbc	City Surveyors	Tbc
Hampstead Heath – Lido –	Tbc	City Surveyors	Tbc

project to improve infrastructure and maximise income potential of site			
Open Space Signs – replacement of signs at all sites using new visual identity	Tbc	City Surveyors	Tbc
Replacement of the Cremators – both Cremators at the Cemetery and Crematorium will reach the end of their working life	2020/1	City Surveyors	£1.5million

6. Key performance indicators

Four KPIs have been developed to assess the performance of the department through the year. In addition each division will measure their own indicators to reflect performance of the particular elements of their business. Appendix E lists additional performance indicators and information which will be monitored by managers within Open Spaces. A dashboard containing information on performance indicators will be presented to the Departmental Management Team on a monthly basis and to the Open Spaces Committee on a quarterly basis.

KPI	Description and target
Conservation	Number of sites (out of 15) with current management plan. Traffic light measure (Red= no current management plan; Amber= work on next plan to be initiated; Green= no action required) Target – no red sites by the end of the reporting year; action taken for all amber sites.
Customer satisfaction	Introduction of 60 second survey at all sites; 14/15 to serve as baseline data; Target: completion of 100 60 second surveys for each division.
Finance	Income as a percentage of local expenditure (actuals) (Goal of increase percentage for 14/15 compared to 13/14)
People management	Training costs as a percentage of total direct employee costs (goal of trainings costs of 1.5% of direct employee costs)

7. Supporting Information

A. Business Plan Summary (poster format)

B. Departmental Risk Register Summary

C. Business Plan Summary (organisation chart, workforce and financial information)

D. Performance Indicators.

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Open Spaces Business Plan 2014/15

Our strategic aims

Widening and developing what we offer to Londoners through education, biodiversity and volunteering

Improving our use of resources through increased income generation and improved procurement

Successfully developing and managing hydrology projects at Hampstead Heath and Epping Forest

Our key objectives

1. Hampstead Heath Ponds Project
2. Delivering cost savings
3. Epping Forest Management Plan
4. Highams Park Dam Project
5. The Shoot Cemetery Project
6. City Churchyards Management Project
7. Queen's Park playground modernisation
8. Kenley Revival Project
9. West Ham Park Nursery feasibility study
10. West Ham Park Café Development
11. City Commons and Burnham Beeches management arrangements
12. Grazing Project
13. Introduction of the Land Management Category Board
14. Roll out of the Open Spaces visual identity

All our activities support the corporate objective of providing valued services to London and the nation

Measuring our success



People

Training costs as a % of total direct employee costs



Conservation

Number of sites out of fifteen with current management plans



Finance

Income as a % of local expenditure



Customer satisfaction

Establishment of baseline data on visitor satisfaction

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Departmental risk tracker				Owned By		Director of Open Spaces		Version	
				Administered By		Departmental Business Manager		Date	
								2014/15 18th March 2014	
Risk No.	Risk	Gross Risk		Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact		Likelihood	Impact	Risk Status & Direction		
1	Extreme weather or changing environmental conditions having an affect on site operations and usage	4	5	Monitoring of reservoirs required to meet Environment Agency	3	5	R ↓	Completion of Emergency Plans and introduction at all Sites. Carry out defined responsibility for the Director Open Spaces and City Surveyor to address implications of Dam works at Hampstead Heath and Epping Forest	A
2	Impact on Landscape Management of an outbreak of diseases affecting animals (e.g. Foot and Mouth). Also plant and tree diseases, with the potential to alter the character of land and eradicate plants	5	4	Monitor Defra and Forestry Commission websites for updates, meet all Defra guidance on animal welfare, movements and, if outbreak occurs, protection zones. Train relevant staff. Inform public/restrict access as required.	5	3	R ↑	Continue to monitor arrangements for grazing animals and local animal enclosures. Consider additional vaccination. Introducing further measures, based on advice received, monitor tree disease, departmental tree disease group to meet quarterly.	A
3	Threat of death or serious injury resulting in substantial fines and negative publicity if health and safety procedures fail or other regulations fail	4	4	The Department has developed an annual H&S auditing system including independent assessment, and has identified Top X risks. Departmental H&S Policy Framework now developed. Mapping of underground services has been carried out across the Department.	3	4	A ↑	Action outcomes from annual audit and accident investigations. Keep Top X risks under review. Alert staff to new mapping arrangements.	A

KEY	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Impact	Insignificant	Minor	Moderate	Major	Catastrophic

Control Evaluation:

R: Existing controls are not satisfactory

A: Existing controls require improvement/Mitigating controls identified but not yet implemented fully

G: Robust mitigating controls are in place with positive assurance as to their effectiveness

Departmental risk tracker				Owned By		Director of Open Spaces		Version		
				Administered By		Departmental Business Manager		Date		
								2014/15 18th March 2014		
Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk		Planned Action	Control Evaluation	
		Likelihood	Impact			Likelihood	Impact			Risk Status & Direction
4	Impact of anti-social behaviour (drug dealing, violence, fly-tipping and dog attacks) at sites incurring increased costs, detriment to the environment and damage to reputation	4	4	Superintendents	Enforcement action, partnership working with emergency services, Safer Neighbourhoods Team in local authorities, visible staff presence, infrastructure development (installation of gates, clearing of undergrowth etc).	3	3	↑	Range of enforcement strategies partnerships and infrastructure development to address individual problems at sites.	A
5	Unavoidable reduction in income	4	4	Superintendents	All sites monitor their income and debt closely to ensure they remain within their local risk budgets and new income streams have been identified where appropriate. More pressure on budgets due to the efficient savings. Monitoring cross-compliance of ELS/HLS obligations	4	3	↓	Further ways of increasing income to be considered at all sites	A
6	Encroaching housing development and highways may have an adverse effect on the Open Spaces, arising from Planning legislation changes	4	4	Superintendents	Planning applications monitored closely by Superintendents. Adjoining land is purchased when possible to effect a buffer zone	4	3	↑	Monitor further opportunities to purchase land. Need to develop mechanisms and identify new solutions to address planning policy.	A
7	Increase in fly-tipping, including handling hazardous substances with risk of contamination, risk of environmental damage, landfill tax	5	3	Superintendents	Ensure staff are appropriately briefed about the correct procedures for dealing with hazardous substances	4	3	↔	Promote the need for increased fines and ensure more publicity to highlight the issue	A
8	Implications of increasing energy costs	5	3	Superintendents	Departmental Improvement Group, reviews consumption quarterly and a Departmental Energy Action Plan produced.	4	3	↑	Respond to the Corporate demand to reach Carbon Reduction Commitment	A

KEY	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Impact	Insignificant	Minor	Moderate	Major	Catastrophic

*Direction relates to change in assessment since last review (up/down/no change)

Control Evaluation:

- R: Existing controls are not satisfactory
- A: Existing controls require improvement/Mitigating controls identified but not yet implemented fully
- G: Robust mitigating controls are in place with positive assurance as to their effectiveness

Departmental risk tracker				Owned By		Director of Open Spaces		Version	
				Administered By		Departmental Business Manager		Date	
								2014/15 18th March 2014	
Risk No.	Risk	Gross Risk		Existing Controls	Net Risk		Planned Action	Control Evaluation	
		Likelihood	Impact		Likelihood	Impact			Risk Status & Direction
9	IS Failure affecting service delivery or loss of data	4	3	Risk management included in IS strategy, numerous measures in place. Departmental business continuity plan has been developed	3	3	Continuous review of systems and improvement programme carried out in conjunction with IS Division	A ↓	G
10	Buildings/infrastructure may deteriorate or become unstable/unusable through insufficient maintenance and may cause serious injury	4	4	City Surveyor undertakes annual surveys and has 20 year plan of works to maintain the buildings. Superintendents have commented on revisions to the maintenance plan including infrastructure. Extra investment from the additional works programme. Control measures have been introduced for some reservoirs and others are planned. Corporate training on the Control of Contractors implemented and protocol developed.	3	3	Further meetings taking place with City Surveyor to develop a Division of Responsibility Schedule and ensure new repairs and maintenance contract is working effectively. Develop plan to address Wanstead Park "at risk" status. Departmental legionella and asbestos plans to be reviewed.	A ↓	A
11	Service delivery affected by outside factors e.g. pandemic, strikes and fuel shortages	3	5	Departmental pandemic plan produced. Staff cover arrangements in place	3	3	Review in light of any further advice from the Corporate Business Continuity team	A ↔	G
12	Inability to deliver additional burial space	4	4	Scheme in place to use more of existing burial space and reuse graves	3	3	Developing a project to prepare additional space for 10 years time	A ↔	G
13	Failure to secure sufficient external funding for major capital works	3	4	Funding achieved for Wanstead Flats and Branching Out Project. Funding for Hampstead Heath and Wanstead Park still to be secured.	3	3	Project programmes could be prepared to secure funding for Hampstead Heath and Wanstead Park, but will have to follow the further resolution of hydrology issues	A ↓	A

KEY	1	2	3	4	5
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Impact	Insignificant	Minor	Moderate	Major	Catastrophic

*Direction relates to change in assessment since last review (up/down/no change)

Control Evaluation:

R: Existing controls are not satisfactory

A: Existing controls require improvement/Mitigating controls identified but not yet implemented fully

G: Robust mitigating controls are in place with positive assurance as to their effectiveness

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OPEN SPACES: Summary Business Plan 2014/17

Our Strategic Aims are:	<ul style="list-style-type: none"> • Widening and developing what we offer to Londoners through education, biodiversity and volunteering • Improving our use of resources through increased income generation and improved procurement • Successfully developing and managing potential hydrology projects at Hampstead Heath and Epping Forest.
Vision / Key Objectives and /or Key Policy Priorities are:	<ol style="list-style-type: none"> 1. Hampstead Heath Ponds Project 2. Delivering cost savings 3. Epping Forest Management Plan 4. Highams Park Dam Project 5. The Shoot Cemetery Project 6. City Churchyards Management Project 7. Queen's Park playground modernisation 8. Kenley Revival Project 9. West Ham Park Nursery feasibility study 10. West Ham Park Café Development 11. City Commons and Burnham Beeches management arrangements 12. Grazing Project 13. Introduction of the Land Management Category Board 14. Roll out of the Open Spaces visual identity

Our Key Performance Indicators are:		
Description:	2013/14 performance	2014/15 target
Conservation: number of sites out of fifteen with current management plans	13	15
People: training costs as % of total direct employee costs	1.0%	1.5%
Finance: income as a % of local expenditure	45.6%	50%
Customer satisfaction: establishment of baseline data on visitor satisfaction	N/A	N/A

Financial Information

	2012/13 Actual	2013/14 Revised Budget (latest)	2013/14 Actual Outturn (1)		2015/16 Original Budget
	£000	£000	£000	%	£000
Employees	14,130	12,071	12,071	100	12,183
Premises	1,899	2,705	2,705	100	4,160
Transport	686	638	638	100	551
Supplies & Services	2,580	1,931	1,931	100	1,864
Third Party Payments	125	103	103	100	78
Transfer to Reserve	271	83	83	100	109
Unidentified Savings	0	0	0	100	0
Total Expenditure	19,691	19,259	19,259	100	20,636
Total Income	(7,701)	(6,441)	(6,441)	100	(5,930)
Total Local Risk	13,063	12,818	12,818	100	17,629
Total Central Risk	(2,483)	(2,705)	(2,705)	100	(4,160)
Total Local and Central	10,580	10,113	10,113	100	13,469
Recharges	2,741	2,932	2,932	100	2,932
Total Net Expenditure	15,804	15,750	15,750	100	17,629

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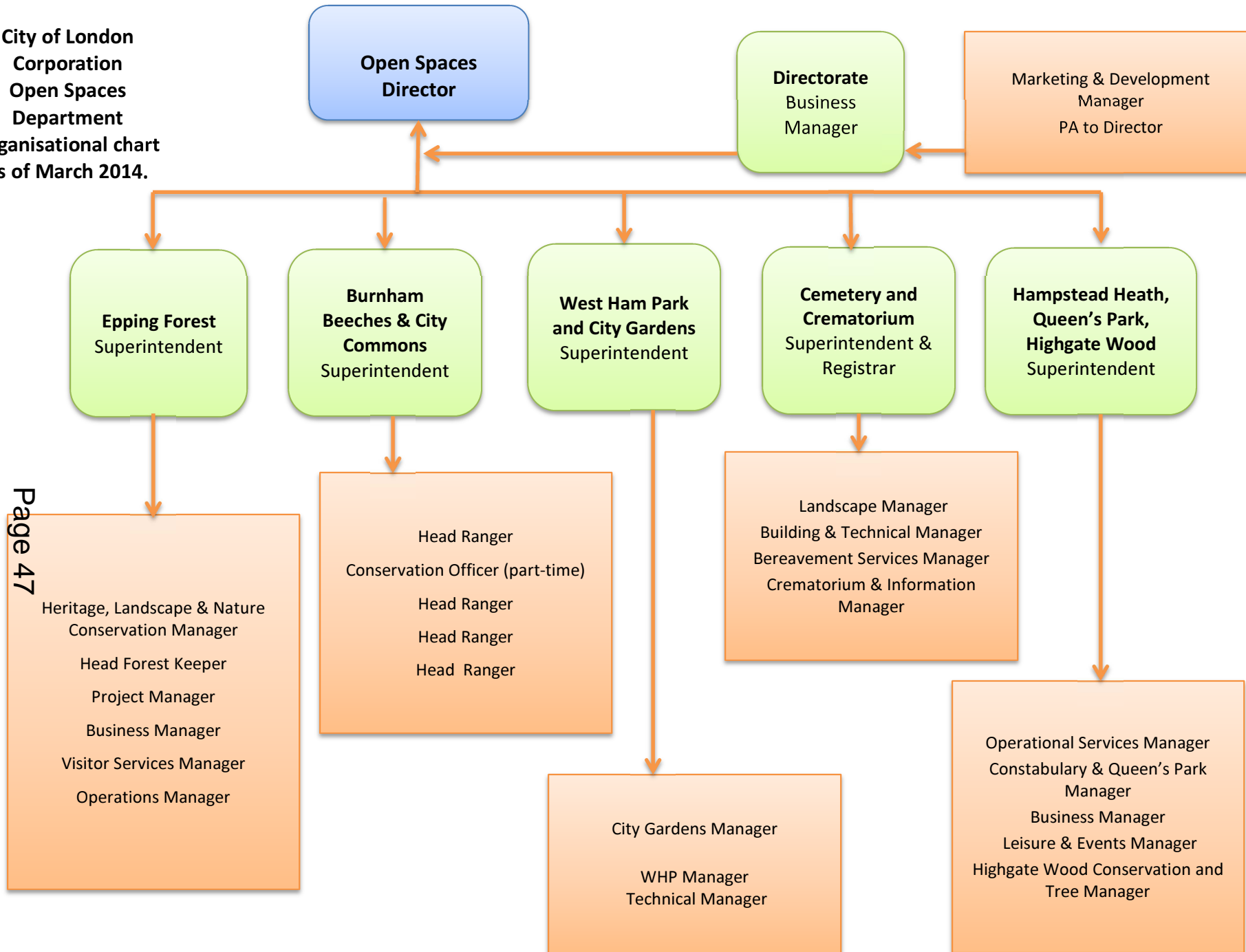
Staffing information

- 371 staff in post (352.41 FTEs)
(See note 3)
- Age profile
 - Under 21 - 0.54%
 - 21 – 30 – 10.24%
 - 31 – 40 – 21.0%
 - 41 – 50 – 36.65%
 - 51 – 60 – 25.61%
 - 61+ - 6.20%
- Service profile
 - Up to 5 years 40.16%
 - 6 – 20 years 43.67%
 - 21+ years 16.17%
- Ethnic Minority Staff 10.24%
- Female staff 25.88%
- Annual turnover 17.00%

Notes on Financial Information:

1. Expected outturn at December 2013.

**City of London Corporation
Open Spaces Department
Organisational chart
as of March 2014.**



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Appendix E: Performance Indicators

Four key performance indicators will be used to drive performance in the department through 2014 and 2015.

In addition to these four indicators, which seek to give a broad overview of our performance, additional performance indicators will be monitored. Below they are listed and the people who will collect the information, monitor and act on the indicators are specified.

Business performance indicators

Indicator	Compiled by	Reviewed by
Sickness absence statistics	HR Business Partner	SMT quarterly
Energy consumption	Energy wardens at sites	Sustainability Improvement Group
Purchase order processes data	CLPS	Finance Improvement Group and SMT quarterly
Monthly budget reports	Chamberlain's department	Budget managers, Director, Departmental Business Manager and Chamberlain's quarterly
Service response standards	Town Clerk's	SMT quarterly
Freedom of Information responses	Departmental Business Manager	SMT quarterly (on exception basis)
H&S Accident Reporting	Technical Manager	Health and Safety Improvement Group quarterly
Website visits	Marketing and Development Manager	Interpretation Improvement Group quarterly

Cemetery and Crematorium indicators

Indicator	Compiled by	Reviewed by
Maintain market share of burials	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly
Maintain market share of cremations	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly

Percentage of income for the Cemetery and Crematorium compared with the target income of £4.174m (£4.1m 2013/14)	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly
Increase the number of creations using the new fully abated Cremator	Superintendent	Superintendent, Director and Departmental Business Manager Quarterly