



## Open Spaces and City Gardens

**Date:** FRIDAY, 12 MAY 2017

**Time:** 11.30 am

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

**Members:** Alderman Ian Luder  
Graeme Smith  
Alderman Robert Howard  
Wendy Mead (Chief Commoner)  
Michael Welbank  
Jeremy Simons  
Oliver Sells QC  
Deputy John Tomlinson

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Lunch will be served in the Guildhall Club at 1pm.  
N.B. Part of this meeting may be the subject of audio visual recording.

**John Barradell**  
Town Clerk and Chief Executive

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**
  2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
  3. **ORDER OF THE COURT OF COMMON COUNCIL**  
To receive the Order of the Court of Common Council dated 27 April 2017.  
**For Decision**  
(Pages 1 - 2)
  4. **ELECTION OF CHAIRMAN**  
The Committee are invited to elect a Chairman in accordance with Standing Order 29.  
**For Decision**
  5. **ELECTION OF DEPUTY CHAIRMAN**  
The Committee are invited to elect a Deputy Chairman in accordance with Standing Order 30.  
**For Decision**
  6. **MINUTES**  
To agree the minutes of the previous meeting.  
**For Decision**  
(Pages 3 - 8)
  7. **RESOLUTION OF THE POLICY & RESOURCES COMMITTEE**  
The Committee are invited to receive the resolution.  
**For Information**  
(Pages 9 - 10)
  8. **SUPERINTENDENT'S UPDATE**  
Report of the Superintendent.  
**For Information**  
(Pages 11 - 12)
- Open Spaces**
9. **OPEN SPACES & HERITAGE BUSINESS PLAN 2017/18**  
Report of the Director of Open Spaces.  
**For Decision**  
(Pages 13 - 28)
  10. **OPEN SPACES DEPARTMENT AND CITY GARDENS RISK MANAGEMENT**  
Report of the Director of Open Spaces.  
**For Decision**  
(Pages 29 - 106)

## **City Gardens**

**11. DRAFT CITY GARDENS MANAGEMENT PLAN 2017-2022**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 107 - 134)

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

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

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

**14. EXCLUSION OF THE PUBLIC**

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

**For Decision**

**15. NON-PUBLIC MINUTES**

To agree the minutes of the previous meeting.

**For Decision**  
(Pages 135 - 136)

**16. FINSBURY CIRCUS REINSTATEMENT**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 137 - 146)

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

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

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PARMLEY, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27th April 2017, doth hereby appoint the following Committee until the first meeting of the Court in April, 2018.
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## **OPEN SPACES & CITY GARDENS COMMITTEE**

1. **Constitution**  
A Non-Ward Committee consisting of,
  - eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
  - the following ex-officio Members:-
    - the Chairman and Deputy Chairman of the Epping Forest & Commons Committee
    - the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee
2. **Quorum**  
The quorum consists of any five Members.
3. **Membership 2017/18**
  - 7 (4) Ian David Luder J.P., Alderman
  - 4 (4) Graeme Martyn Smith
  - 7 (3) Wendy Mead, O.B.E.
  - 7 (3) Michael Welbank, M.B.E.
  - 5 (2) Jeremy Lewis Simons
  - 5 (1) Barbara Patricia Newman, C.B.E.
  - 1 (1) Oliver Sells, Q.C.
  - 1 (1) John Tomlinson, Deputy

together with the ex-officio Members referred to in paragraph 1 above.
4. **Terms of Reference**  
To be responsible for:-
  - (a) The allocation of grants in relation to Open Spaces taking account of any views or recommendations expressed by the Epping Forest and Commons Committee, West Ham Park Committee or Hampstead Heath, Highgate Wood and Queen's Park Committee as relevant;
  - (b) **Open Spaces**  
dealing with, or making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (e.g. policy, financial and staffing) of the City of London Corporation's open spaces where such matters are not specifically the responsibility of another Committee; and
  - (c) the appointment of the Director of Open Spaces (in consultation with the Port Health and Environmental Services Committee);
  - (d) **City Open Spaces**  
the management and day-to-day administration of the gardens, churchyards and open spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground;
  - (e) arrangements for the planting and maintenance of trees and other plants and shrubs in open spaces and in footpaths adjacent to highways in the City;
  - (f) advising on applications for planning permission relating in whole or in part to the gardens, churchyards or open spaces in the City under the control of the Common Council; and
  - (g) the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property.

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## OPEN SPACES AND CITY GARDENS Monday, 5 December 2016

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 5 December 2016 at 2.15 pm

### Present

#### Members:

Alderman Ian Luder (Deputy Chairman)  
Graeme Smith (Chairman)  
Alderman Robert Howard  
Wendy Mead  
Barbara Newman  
Michael Welbank (Chief Commoner)  
Jeremy Simons  
Deputy John Barker  
Virginia Rounding (Ex-Officio Member)  
Philip Woodhouse (Ex-Officio Member)  
Catherine Bickmore (Observer)  
Verderer Peter Adams (Observer)

#### Officers:

Alistair MacLellan	- Town Clerk's Department
Susannah Lascelles	- Town Clerk's Department
Carl Locsin	- Town Clerk's Department
Alison Elam	- Chamberlain's Department
Sue Ireland	- Director of Open Spaces
Martin Rodman	- Superintendent of City Gardens
Louisa Allen	- City Gardens Manager
Patrick Hegarty	- Open Spaces Department
Esther Sumner	- Open Spaces Business Manager
Andy Froud	- Epping Forest Senior Ecologist

### 1. APOLOGIES

*The Committee met on the rising of the West Ham Park Committee at 2.33pm, later than the advertised time of 2.15pm. The Chairman welcomed members of the public to the meeting for Item 5 (Finsbury Circus Bowling Green).*

Apologies were received from Karina Dostalova and John Beyer.

### 2. MEMBERS' DECLARATIONS 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 10 October 2016 were approved as a correct record.

## **Matters Arising**

### **Seething Lane Garden**

The Superintendent noted that the works were due to be completed in Summer 2017. A Member expressed the hope that the Pepys bust would remain in St Olave's Churchyard and that a new, larger Pepys sculpture would feature in Seething Lane Garden.

### **Circus Animals in City Open Spaces**

In response to a question, the Director of Open Spaces noted that the Hampstead Heath Consultative Committee had expressed the view that circus animals should be restricted to common animals such as dogs, instead of exotic animals.

#### **4. SUPERINTENDENT'S UPDATE DECEMBER 2016**

Members considered an update report of the Superintendent of City Gardens and the following points were made.

In response to an observation the Superintendent agreed to raise with the relevant team the fact that soil from flowerbeds in Postman's Park tended to wash onto paths during wet weather.

In response to a further comment, the Superintendent apologised for the fact the City Christmas Tree Lighting clashed with a number of Committee meetings, but that the event was subject to the Lord Mayor's availability.

## **RECEIVED**

#### **5. FINSBURY CIRCUS REINSTATEMENT - BOWLING GREEN ISSUE REPORT**

Members considered a report of the Director of Open Spaces concerning the Bowling Green at Finsbury Circus. The Town Clerk noted that an email dated 29 November from a representative of the Bowling Club had been circulated to Members outside of the meeting for information.

The Superintendent noted that the recommendation of the report was based on balancing the needs of all users of Finsbury Circus to best effect. In response to a question, he confirmed that, as far as he was aware, an alternative pay for play bowling facility was available at Finsbury Square.

A Member noted that the Bowling Club has been under threat since at least the 1980s, and that he was not comfortable with the argument that the Bowling Club would preclude the use of the space by other users. He queried whether the City of London Corporation offered such a unique space elsewhere within the Square Mile where sport was promoted.

The Superintendent replied that the key issue concerning sport in the Square Mile was space – for example there were no football facilities but there was a netball facility at St Botolph's.



A Member commented that several major developments in the City over the past few years had led to a significant increase in the number of City workers, leading to an intensification of the City's daytime population. These workers had to be factored into the overall provision of City open spaces.

A vote was held on the recommendation within the report, which was carried 10 votes to nil.

**RESOLVED**, that Members

- Reaffirm the resolution taken in December 2014 to endorse the reinstatement of Finsbury Circus Garden to be laid out for general public access as a high quality garden space and without the introduction of specialist sporting surfaces exclusively aimed at specific user groups.

**6. OPEN SPACES DEPARTMENT, CITY GARDENS AND WEST HAM PARK RISK MANAGEMENT**

Members considered and approved a report of the Director of Open Spaces regarding Open Spaces Department, City Gardens and West Ham Park Risk Management.

**RESOLVED**, that Members approve the Parks and Gardens Risk Register included within Appendix 3e of the report.

**7. OPEN SPACES BUSINESS PLAN - QUARTER 2 UPDATE**

Members considered an update report of the Director of Open Spaces regarding Quarter 2 of the Open Spaces Business Plan.

**RECEIVED**

**8. REVENUE & CAPITAL BUDGETS - OPEN SPACES & CITY GARDENS 2016/17 & 2017/18**

Members considered a report of the Chamberlain and the Director of Open Spaces regarding Revenue and Capital Budgets for Open Spaces and City Gardens 2016/17 and 2017/18.

**RECEIVED**

**9. GREATER LONDON NATIONAL PARK CITY INITIATIVE**

Members considered a report of the Director of Open Spaces concerning the Greater London National Park City Initiative. The Director noted that the proposal was underpinned by a lot of potential for wider partnerships across London but that it was too early for officers to make a recommendation to Members.

**RECEIVED**

10. **BATS IN TREES POLICY**

Members considered a report of the Director of Open Spaces regarding a Bats in Trees policy. In response to questions, the Director advised that the Open Spaces Department had bat handling expertise, and that a bat handler tended to be an ecologist who was licensed by Natural England. The Epping Forest Senior Ecologist mentioned that there are at least 10 of 18 UK species of bat present in Epping Forest alone.

**RESOLVED**, that Members

- Approve the Bats in Trees policy for adoption;
- Agree that the Bats in Trees policy be communicated to other relevant departments to ensure a consistent approach to management across the City of London Corporation.

11. **OPEN SPACES LEARNING PROGRAMME**

Members considered a report of the Director of Open Spaces concerning short term funding arrangements for the Open Spaces Learning Programme. The Director noted that the report would also be submitted to the January meeting of the City's Education Board for information.

**RESOLVED**, that Members note the report and the appended minutes from the Policy and Resources Committee.

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

There were no questions.

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

There was no other business.

14. **EXCLUSION OF THE PUBLIC**

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

15. **INTRODUCTION OF A FORMAL OUT-OF-HOURS CALL-OUT ROTA FOR HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK, AND THE RESULTANT REDUCTION IN REQUIREMENTS FOR OPERATIONAL RESIDENTIAL PROPERTIES**

Members considered a report of the Superintendent of Hampstead Heath concerning the introduction of an out-of-hours rota at Hampstead Heath, Highgate Wood and Queen's Park.

**RECEIVED**

16. **ANY QUESTIONS ON NON PUBLIC MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

17. **ANY OTHER NON PUBLIC BUSINESS WHICH THE CHAIRMAN CONSIDERS URGENT**

**EcoCycle**

The Superintendent of City Gardens was heard regarding a proposal from EcoCycle.

**The meeting ended at 3.25 pm**

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Chairman

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TO: **OPEN SPACES & CITY GARDENS COMMITTEE**

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 16 March 2017

#### 4. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**

The Committee considered a report of the Town Clerk concerning the process for appointing chairmen of sub-committees.

The Chairman stated that the purpose of a sub-committee was to deal with matters referred to it by its parent committee. It was noted that whilst the Policy and Resources Committee was responsible for governance, without a change to standing orders, its recommendation regarding the appointment of chairmen of sub-committees was on the basis of the adoption of a convention only. Detailed discussion ensued during which the following comments were made:-

- The Chairman advised that the resolution to committees from the December meeting aimed to set a convention which enabled the Chairman of a grand committee who did not wish to chair a sub-committee to identify and nominate for the role another Member with the necessary experience and qualities, for approval of that Committee. In the interests of clarity the initial resolution would have benefited from being circulated with the substantive report.
- Members questioned the need for the convention particularly given the different nature of some committees, for example some were quasi-judicial and therefore required a different approach.
- As the intention of the convention was to clarify the process it might be better for grand committees to set out its approach to appointments in its terms of reference.
- Rather than seeking the adoption of a convention, Committees should be provided with some general guidance instead. Without being too prescriptive, could also include reference to the length of time a chairman could serve. Several Members supported this.

**RESOLVED: that the following guidance be given to all Grand Committees:**

1. **in the event of a Grand Committee having no prior arrangement or custom in place for the way in which the chairmen of its sub-committees are selected, it should be usual practice for the Chairman of the relevant Grand Committee, should they not wish to serve themselves, to nominate an individual to serve in that capacity for the approval of the Grand Committee; and**
2. **that the term of office of a chairman of a sub-committee would usually be no longer than the term of office of the Chairman of the Grand Committee e.g. three, four or five years, subject to the relevant Grand Committee being able to extend the term of the sub-committee's chairman on an annual basis.**

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<b>Committee:</b>	<b>Date:</b>
Open Spaces & City Gardens	12 May 2017
<b>Subject:</b> Superintendent's update	<b>Public</b>
<b>Report of:</b> Superintendent of Parks & Gardens	<b>For Information</b>
<p style="text-align: center;"><b>Summary</b></p> <p>This report provides an update to Members of the Open Spaces &amp; City Gardens Committee on management and operational activities across the City Gardens section since December 2017.</p> <p><b>Recommendation</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"><li>• Note the report</li></ul>	

## Main Report

### **Budgets**

1. Although outturn has yet to be finalised, it is anticipated that City Gardens will show a slight overspend against budget (circa £5,000, or 0.5%) for the financial year 2016/17. Bunhill Fields will show a small underspend.

### **Personnel**

2. A new Support Services Officer has been in post since November 2016 and has successfully completed her probationary period. The City Gardens Manager resigned at Easter. Twenty-eight applicants expressed an interest in the role. At the time of writing, interviews have not yet taken place and a verbal update will be provided at the meeting.
3. The Project Manager (Public Realm) started on 2 May. This is a newly created post, part-funded by the Community Infrastructure Levy, as part of the Churchyards Enhancement Programme.

### **Operational Activities**

4. Over the past three months the City Gardens team has undertaken significant landscape improvement works at Postman's Park, Carter Lane and The Queen's Diamond Jubilee Garden, all of which are now complete.

5. Postman's Park has benefited from the following improvements: repointing the York stone paving across the garden; four water points have been installed to reduce manual handling for the on-site gardener; two large mature trees have been removed; a new pond screen has been fabricated and installed; 20 benches have been purchased and installed; remaining mature trees have been pruned and under storey planting has taken place to improve both biodiversity and seasonal interest.
6. Carter Lane, The Queen's Diamond Jubilee Garden and Festival gardens have been rejuvenated with new planting including the replacement of three trees.
7. In partnership with the London Borough of Islington, the City Gardens team has led on the procurement of a five year contract for arboricultural services. Significant savings have been identified. The new contract has been awarded to Gristwood and Toms, and will begin on 1<sup>st</sup> July 2017 running for four years, with an option to extend.

### **Community, Volunteering, Outreach and Events**

8. Corporate volunteers from Kingston Smith and Accenture UK LTD have undertaken several volunteering sessions during February and March to complete a new shady border in Bunhill Fields Burial Ground.
9. City in Bloom is underway and the campaign focus this year is *Clean and Green for Seventeen: An Air Quality Challenge*. Entrants have been asked to design and install a street level planting that will raise awareness of air quality and help 'green' the grey City streets. The challenge was launched on 11 January 2017 and entrants have until June to build their displays. All entries will be photographed and entrants will be presented with a photo-book of all the entries.

### **Appendices**

- None

### **Martin Rodman**

Superintendent of Parks & Gardens

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<b>Committees:</b>	<b>Dated:</b>
Open Spaces & City Gardens	12 May 2017
West Ham Park	12 May 2017
Epping Forest & Commons	15 May 2017
Hampstead Heath, Highgate Wood & Queen's Park	15 May 2017
Open Spaces & City Gardens	17 July 2017
<b>Subject:</b> Open Spaces & Heritage Business Plan 2017/18	<b>Public</b>
<b>Report of:</b> Colin Buttery, Director of Open Spaces	<b>For Decision</b>
<b>Report author:</b> Esther Sumner, Business Manager	

## Summary

Business plans are reviewed annually and cover a three year period. Following incorporation of the Tower Bridge, Monument and Keats House parts of the Culture, Heritage & Libraries Department into the Open Spaces Department on 1 February 2017, the Open Spaces Departmental Business Plan now reflects this broader range of activity under the heading "Open Spaces & Heritage"

The proposed business plan reflects the changes being made corporately to business planning, in particular the renewed focus on outcomes.

This report also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide informal feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

## Recommendation

Members are asked to:

- Approve the Open Spaces & Heritage Business Plan

## Main Report

### Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching mission. This will be achieved by:
  - Identifying the overarching mission and the specific outcomes that support it in the refreshed Corporate Plan;
  - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, and is included in their business plans;

- Enhancing the “golden thread”, such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
  - Developing a culture of continuous improvement, challenging ourselves about the effectiveness of what we do and the value we add.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

### **Departmental Business Plans**

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new standardised high-level summary departmental plans. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.
4. Prior to the March Common Council elections, where meeting dates permitted, departments presented high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department’s capabilities, and a horizon-scan of future opportunities and challenges.
5. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members’ demands for more focussed and meaningful performance measures which concentrate on outcomes and impact rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

### **Open Spaces & Heritage Business Plan**

6. A title of “Open Spaces & Heritage” for the Open Spaces Department’s Business Plan has been adopted to reflect the widening of the department’s activities to include Tower Bridge, Monument and Keats House. Colleagues across the Department have enthusiastically welcomed their new colleagues and the teams are looking forward to closer collaboration and exploring the synergies that exist across the department. It was therefore thought to be helpful to draw the activities of the whole department into a single business plan.
7. The new approach to business planning has required departments to state their ambitions in addition to objectives and activities. The ambitions proposed within the business plan are intended to reflect the full scope and outcomes of our activities and therefore encompass our ecological work, our outcomes for people, our role ensuring that our landscape and heritage assets are both protected and accessible, and the leadership we can contribute within our sectors. The services objectives proposed have been amended from the previous plan to

reflect the broadened scope of the department and to reflect our ambitions. An objective on efficiency, equalities and workforce satisfaction has been included to assist us in meeting our ambitions and focuses on how we are undertaking our activities.

8. A series of performance indicators were developed to support last year's Open Spaces Business Plan. The relevant indicators for Tower Bridge, Monument and Keats House have been drawn into this year's plan. Work is being undertaken to move from output based monitoring to outcomes.

### **Corporate Plan 2018-23**

9. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance.
10. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan a new Corporate Strategy Network of senior officers has been established. Through this network, information on current activities has been gathered from all departments and is being aligned with the high-level departmental plans and the emergent Corporate Plan outcomes.
11. A draft of the Corporate Plan is presented at Appendix 4 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes.
12. Members will have a further chance to comment on the Corporate Plan at Service Committees and in other working groups in the autumn.
13. Formal consultation will also take place with staff, partners and other stakeholders from September.
14. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

### **Corporate & Strategic Implications**

15. Business plans demonstrate the link between the corporate plan and the activities of the department. The Open Spaces Business Plan contributes to:

- SA2: To provide modern, efficiency and high qualities local services, including policing, within the Square Mile for workers, residents & visitors
- SA3: To provide valued services, such as education, employment, culture and leisure to London and the nation
- KPP2: Improving the value for money of our services within the constraints of reduced resources
- KKP4: Maximising the opportunities and benefits afforded by our role in supporting London's communities
- KKP5: Increasing the outreach and impact of the City's cultural, heritage and leisure contribution of the life of London and the nation

16. These relationships are mapped within appendix 1 of the business plan.

### **Implications**

17. **Equalities:** Objective 5 makes specific reference to equalities, and this is being met by the establishment of a new equalities board within the department which will lead on ensuring that our services are accessible and inclusive to all. The department is committed to meeting its obligations under equalities legislation and will facilitate the application of best practice amongst staff.

18. **Finance:** 2017/18 is the final year of the 3 year savings programme which started in 2015/16. The department decided to meet these savings requirements through a projects and programmes approach. This approach is continuing within the department and it intended to use it in continuing to seek further efficiencies. The Department will continue to focus on value for money in terms of economy (how much things cost); effectiveness (the results of our activities) and efficiency (the relationship between cost and outcomes).

19. The Open Spaces Bill is an important component in a number of agreed proposals. The Bill is continuing to progress through Parliament and it has been necessary to substitute some savings in the short term.

### **Conclusion**

20. The Open Spaces & Heritage Business plan demonstrates how the department will meet its ambitions and objectives over the coming years. The Business Plan is being circulated to all relevant Committees during May, before returning to Open Spaces & City Gardens in July to approve any proposed changes.

### **Appendices**

- Appendix 1 - Open Spaces & Heritage High Level Summary Business Plan
- Appendix 2 - Open Spaces & Heritage Business Plan 2017/18
- Appendix 3 – Performance Indicators
- Appendix 4 – Draft Corporate Plan

Appendices 3-6 of the Business Plan are available on request

**Esther Sumner**

Business Manager, Open Spaces

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## We protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible & welcoming

### Our ambitions are that:

- Our habitats are ecologically thriving and diverse 🍀
- Our places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise are high quality, inclusive and accessible to all 🌟
- Our heritage is preserved and we share history and stories through our spaces and buildings 🌟
- We provide leadership which is grounded in our innovative practices, knowledge and expertise ☆

**What we do is:** Protect and provide access to green space, preserve heritage, share the story of London, and provide valued and affordable burial and cremation services in a beautiful heritage environment:

	Expenditure (£000)	Income (£000)	Net cost (£000)
City Gardens	2277	379	1898
Epping Forest	7416	1512	5904
Hampstead Heath, Highgate Wood, Queen's Park & Keats House	11464	3116	8348
Monument	535	665	-130
The Commons (Burnham Beeches, Stoke Common and City Commons)	2905	366	2539
Tower Bridge	6881	5796	1085
West Ham Park	1381	142	1239
City of London Cemetery & Crematorium	5195	4656	539
<b>Total</b>	<b>38054</b>	<b>16632</b>	<b>21422</b>

### Our budget is:

### Service Objectives:

- Protect and conserve the ecology, biodiversity and heritage of our sites. 🍀🌟☆
- Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours. 🌟
- Enrich experiences by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities. 🌟☆
- Improve the health and wellbeing through access to green space and recreation 🌟 ☆
- Improve service efficiency and workforce satisfaction 🌟

### Corporate programmes and projects

- Ensure efficient use of property and reduction in maintenance costs (Operational Property Review) 🌟
- Introduce more effective ways of working (Accommodation & Ways of Working Programme) 🌟
- Support the development of asset management plans and master plans for each site 🌟

### What we'll measure:

#### Service outcomes

- Ecological condition 🍀
- Visitor experience 🌟
- Green Flags and Green Heritage awards 🍀🌟🌟
- Knowledge of learning participants 🌟
- Intention of learning participants to visit again 🌟
- Volunteering participation and experience 🌟
- Condition of heritage assets 🌟🌟

### Departmental programmes and projects

- Ensure our services are inclusive, accessible and welcoming to all (Equalities Board) ⚡
- Continuously develop the visitor offer at the department's heritage attractions in terms of content, processes, technology and customer service ⚡\*
- Increase participation and improve management of sports (Sports Programme) ⚡
- Protect our open spaces and generate income from Wayleaves Programme\*
- Develop and deliver fundraising options (Fundraising Board) \*
- Increase income generation and ensure appropriate and transparent charging (Promoting our Services Programme) \*
- Deliver opportunities arising from improved management capability from the Open Spaces Bill \*
- Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme) \*
- Reduce fleet operating and maintenance costs (Fleet Programme) \*

### How we plan to develop our capabilities this year

- Improve our understanding and demonstration of impact, including improving the collection and utilisation of appropriate and informative data ⚡\*
- Review and improve our approach to consultation and engagement ⚡
- Embrace and implement new technologies to modernise and enhance business processes ⚡
- Structured approach to reviewing of departmental policies ☆
- Participate in sector research and share expertise ⚡
- New department – develop our synergies, improve practices, welcome new comers ☆
- Culture – focusing on departmental collaboration and sharing of expertise ☆

### What we're planning to do over the following years

- Explore and develop options for Wanstead Flats and Bunhill Fields ⚡\*
- Establish a fully accessible education facility at Tower Bridge ⚡\*
- Achieve a stand-alone visitor centre at the Monument ⚡\*
- Develop the cultural profile of the department's heritage attractions ⚡\*
- Use GIS to support management of sites and enhance visitor information ⚡
- Develop and implement a fundraising strategy for the parts of the department operating as Charitable Trusts ⚡\*
- Develop a sustainable model for delivering learning ⚡\*
- Complete the process of land registration ⚡\*

### What we'll measure:

#### Service outputs

- Number and market share of burials and cremations \*
- Sports played and efficiency of use: tennis, golf, football ⚡
- Customer service standards ⚡\*

#### Operational

- Accreditations \*
- Staff satisfaction \*
- H&S accident investigation\*
- Sickness absence \*
- Utility consumption\*
- Electricity generation\*
- Website visits and social media engagement ⚡

#### Financial

- Income\*



PERFORMANCE INDICATORS

To assist in developing and driving a performance management culture across the service and enabling staff to plan ahead to deliver ‘continuous improvement’, 32 performance indicators have been set. □  
These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year’s targets considered against the previous year’s annual performance

ALL DIVISIONS										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	15 green flag sites overall band scores 53% = 80+ 27% = 75 – 79 20% = 70 - 74	Esther Sumner	Same as 2015/16		15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74	
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	12 Green Heritage Awards	12 Green Heritage Awards	11 Green Heritage	Esther Sumner	12 Green Heritage Awards		13 Green Heritage Awards	
PI 3	Achieve our Departmental net local risk budget.	Annual	Underspend of £885,000	Original Budget £10,347,000	TBC	Esther Sumner	£9,578,000		£9,578,000	
PI 8	Reduce utility consumption (electric)	Annual	323,951	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears	2.5% reduction on 2016/17 performance		2.5% reduction on 2017/18 performance	
PI 8	Reduce utility consumption (gas)	Annual	125,461	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears				
PI 9	Reduce fuel consumption (red and white diseal)	Annual	6665	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears	5% reduction on 2016/17 performance		5% reduction on 2017/18 performance	
PI 9	Reduce fuel consumption (petrol)	Annual	968	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears				
PI 9	Reduce fuel consumption (small fuels)	Annual	4356	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears				
PI 10	Increase electricity generation	Annual	2450	Two additional buildings generating 50KWH each	TBC	Jonathan Mears	A further two additional buildings generating 50KWH each		A further two additional buildings generating 50KWH each	
PI 14	Increase the amount of directly supervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline	Directly and indirectly combined: 43,140	Andy Thwaites & Julia Makin	2016/17 performance plus 5%		2017/18 performance plus 5%	
	Increase the amount of indirectly supervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline		Andy Thwaites & Julia Makin				
PI 15	Increase the amount of unsupervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline	16,401	Andy Thwaites & Julia Makin	2016/17 performance plus 5%		2017/18 performance plus 10%	
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the ‘overall rating’ of the open space as ‘very good or excellent’.	Annual	2015 = 69%	75%	88%	Esther Sumner	2016/17 performance plus 5%		2017/18 performance plus 5%	

PI 20	Increase the number of 'visitors' to the Open spaces webpages.	Annual	534,728	2015/16 performance plus 10% = 588,201	558,592	Esther Sumner	2016/17 performance plus 10%		2017/18 performance plus 10%	
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	6 monthly	Feb 15 to Jan 16 = 71%	80%	Feb 15 to Jan 16 = 62%	Alison Grayson / HR Dashboard	83%		86%	
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Quarterly	Feb 2015 to Jan 2016 = 3.6 days Short-Term FTE Working Days Lost per FTE	3.45 days FTE Working Days Lost per FTE	Feb 2015 to Jan 2016 = 3.72 days Short-Term FTE Working Days Lost per FTE	Alison Grayson / HR Dashboard	3.3 days FTE Working Days Lost per FTE		3.2 days FTE Working Days Lost per FTE	
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Quarterly	Feb 2015 to Jan 2016 = 2.43 days Long-Term FTE Working Days Lost per FTE  Long-Term FTE Working Days Lost per FTE	2.4 days FTE Working Days Lost per FTE	Feb 2015 to Jan 2016 = 2.68 days Long-Term FTE Working Days Lost per FTE  Long-Term FTE Working Days Lost per FTE	Alison Grayson / HR Dashboard	2.35 days FTE Working Days Lost per FTE		2.30 days FTE Working Days Lost per FTE	
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Annual	90.22%	92%	Survey not undertaken	Esther Sumner / Oliver Sanandres	94%		95%	

SPORTS BOARD										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 16	Increase the amount of tennis played across our sites.	6 monthly	WHP: 1000 adults 500 by concessions.	WHP: increase court hours used by 65% = 2475 hrs	TBC	Declan Gallagher / Lucy Murphy	WHP: increase court hours used by 40% on 2016/17 actual		WHP: increase court hours used by 25% on 2017/18 actual	
			Parliament Hill: 6523 Adults 3799 Concessions	Parliament Hill : Adults 5% = 6849 hrs Concessions 5% = 3899	Parliament Hill: 6,677 Adults 4,266 Conc U/K 591		Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual		Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual	
			Golders Hill Park: Adults 1734 Concessions 914	Golders Hill Park: Adults 5% = 1820 Concessions 5% = 960	Golders Hill Park: Adults 1306 Conc 798		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual	
			Queens Park: 2960 Adults 785 Concessions	Queens Park: Adults 5% = 3108 Concessions 5% = 824	Queens Park: 3585 Adults 585 Conc U/K 439		Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual		Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual	
PI 17	Increase the amount of football played across our sites.	6 monthly	WHP = 59 bookings to end of football season.	WHP increase bookings by 10% on 2015/16 actual = 65 bookings	TBC	Declan Gallagher / Lucy Murphy / Jacqueline Egglestone	WHP increase bookings by 5% on 2016/17 actual		WHP increase bookings by 5% on 2017/18 actual	
			3260 bookings to end of football season.	Epping maintain bookings at 2015/16 level = 3260	TBC		Epping increase bookings by 2% on 2016/17 actual		Epping increase bookings by 5% on 2017/18 actual	
			Heath Extension = Adult 2 bookings Junior 102 bookings	Heath Extension increase adult bookings by 5% = 2 bookings. Maintain level of junior bookings at 2015/16 actual = 102 bookings	TBC		Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2016/17 actual		Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2017/18 actual	
			Parliament Hill = Adult & concession 15 bookings	Parliament Hill increase adult and concession bookings by 5% on 2015/16 actual = 16 bookings	TBC		Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual		Parliament Hill increase adult and concession bookings by 5% on 2017/18 actual	

			Highgate Wood = Adult 48 bookings	Highgate Wood increase adult bookings by 5% on 2015/16 actual = 51 bookings	TBC		Highgate Wood increase adult bookings by 5% on 2016/17 actual		Highgate Wood increase adult bookings by 5% on 2017/18 actual	
PI 18	Increase the number of golf visits at Chingford Golf Course.	6 monthly	2014/15 the recorded number of visits was 22,000	Establish a baseline figure	TBC	Jacqueline Egglesstone	Increase 2016/17 baseline figure by 5%		Increase 2017/18 performance by 5%	

CEMETERY AND CREMATORIUM										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	4 monthly	6.90%	2015/16 performance plus 0.4% = 7.03%	TBC	Gary Burks	2016/17 performance plus 0.5%		2017/18 performance plus 0.5 %	
PI 5	Increase the number of burials	4 monthly	866	2015/16 performance plus 2.5% = 888	868	Gary Burks	2016/17 performance plus 2.5%		2017/18 performance plus 2.5 %	
PI 6	Increase the number of cremations	4 monthly	2519	2015/16 performance plus 1.5% = 2557	2540	Gary Burks	2016/17 performance plus 1.5%		2017/18 performance plus 1.5%	
PI 7	As a minimum, achieve local risk Cem & Crem inc	4 monthly	Over achievded income by £384,000	Original Budget (£4,470,000)	Projecting over achievement of income	Gary Burks	(£4,521,000) 16/17 original budget plus £51k SBR saving)		-£4,521,000	

LEARNING PROGRAMME										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 11	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	6 monthly	Not Applicable - new measure	70% of participants surveyed	86% of participants surveyed	Grace Rawnsley	80% of participants surveyed		85% of participants surveyed	
PI 12	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	6 monthly	Not Applicable - new measure	50% of participants surveyed	93% of participants surveyed	Grace Rawnsley	60% of participants surveyed		70% of participants surveyed	
PI 13	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	6 monthly	Not Applicable - new measure	40% of participants surveyed	45% of participants surveyed	Grace Rawnsley	50% of participants surveyed		55% of participants surveyed	

TOWER BRIDGE AND MONUMENT										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 25	To achieve the overall income target for Tower Brigde	6 monthly	£5,886,708	£5,100,000	£6,144,718	Chris Earle	£5,790,000		TBC	
PI 26	To achieve the overall income target for Monument	6 monthly	£596,351	£622,000	£513,479 (closed for a significant period for unexpected essential works)	Chris Earle	£665,000		TBC	
PI 27	Visitor numbers at Tower Brigde Exhibition	6 monthly	803,398	750,000	834,130	Chris Earle	800,000		TBC	

PI 28	Visitor numbers at Monumnet	6 monthly	221,050	270,000	176,000 (closed for a significant period for unexpected essential works)	Chris Earle	245,000		TBC	
PI 29	Achievement of Customer Care standards at the Tower Bridge Exhibition	6 monthly	94%	90%	94%	Chris Earle	90%		TBC	

KEATS HOUSE										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 30	To increase visitor numbers by 3%	6 monthly	House: 20,662 Total inc. garden estimate: 32,641	House: 21,281 Total inc. garden estimate: 33,620	House: 22,005 Total inc. garden estimate:	Vicky Carroll	TBC		TBC	
PI 31	Increase revenue through retail and private hire by 5%	6 monthly	Retail: £16,700 Hire: £12,283	Retail: £18,370 Hire: £13,511	Retail: £6,746 Hire: £17,933	Vicky Carroll	TBC		TBC	
PI 32	To maintain high or increase Net Promoter Score as an indication of customer satisfaction	6 monthly	73	>73	TBC	Vicky Carroll	TBC		TBC	

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<b>Committee:</b>	<b>Date:</b>
Open Spaces and City Garden	12 May 2017
<b>Subject:</b> Open Spaces Department and City Gardens Risk Management	<b>Public</b>
<b>Report of:</b> Director Open Spaces	<b>For Decision</b>
<b>Report Author:</b> Esther Sumner, Business Manager	

## Summary

This report provides the Open Spaces and City Gardens Committee with an update on the management of risks faced by the Open Spaces Department. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The department has previously reported on six departmental risks. The departmental risk register was reviewed when the department was expanded to include Tower Bridge, Monument and Keats House but it was felt that the risks associated with these sites did not need to be escalated to the departmental level.

There are eight risks for City Gardens and West Ham Park (Parks and Gardens). Members attention is drawn to the West Ham Park & City Gardens Risk Register at Appendix 3e.

### Departmental risks:

- OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public
- OSD 002 - Extreme weather
- OSD 004 - Poor repair and maintenance of buildings
- OSD 005 - Animal, plant and tree diseases
- OSD 006 - Impact of housing and/or transport development
- OSD 007 – Maintaining the City's water bodies

## Recommendation

Members of the Open Spaces and City Gardens Committee are asked to:

- Note the risk scoring grid at Appendix 1
- Approve the Departmental risk register outlined in this report and at Appendix. 2
- Note the content of the full divisional risk register at Appendix 3
- Approve the West Ham Park & City Gardens risk register included within Appendix 3e subject to the concurrence of the West Ham Park Committee

## Main Report

### Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
3. The Charity Commission requires Trustees 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. These risks are to be reviewed annually. Each Open Spaces Committee is presented with relevant risk registers to fulfil this requirement. Although the Charity Commission requires an annual consideration of risks as a minimum, the City's internal policies recommend a quarterly consideration. The Open Spaces Department presents full risk registers to committee twice a year and provides interim updates as part of the Business Plan progress report.

#### **Current Position**

4. Appendix 2 shows the Departmental risks". Officers are undertaking a range of actions at a divisional level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the divisional risks. Appendix 3 then provides the detail of the divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.
5. The Epping Forest & Commons, Hampstead Heath, Highgate Woods & Queen's Park, Port Health & Environmental Services and Culture, Heritage & Libraries Committees will receive the relevant divisional risk registers.

#### **City Gardens and West Ham Park Risk Management**

6. There are eight risks identified across City Gardens and West Ham Park (Parks and Gardens), all of which are amber. Five of the Parks and Gardens risks cross reference to the departmental risks. The divisional only risks are:
  - Public Behaviour (OSD P&G 006)
  - Finance – SBR Roadmaps (OS P&G 003)
  - Major Incident resulting in prolonged 'access denial' (OSD P&G 008)
7. The detail of the individual risks is shown in Appendix 3e. There are eight amber risks.

#### **Tower Bridge, Monument and Keats House**

8. The risk registers for Tower Bridge and the Monument have been moved to sit within the Open Spaces Department Risk Register. Relevant risks have been cross referenced to the Departmental Risks, so TMB 006 Facilities Management Maintenance Response Times is referenced with OSD 004 Poor Repair & Maintenance of Buildings. The Tower Bridge & Monument Risk Register will be reported to the Culture, Heritage & Libraries Committee.

9. The Hampstead Heath, Highgate Wood, Queen's Park and Keats House division are currently working to ensure that any additional risks relevant to Keats House, not already covered by existing risks, will be added to the divisional risk register.

### **Corporate & Strategic Implications**

10. The divisional risk register reflects the Open Spaces Department's five objectives as set out in the departmental business plan:
- a) Protect and conserve the ecology, biodiversity and heritage of our sites
  - b) Embed financial stability across our activities by delivering identified programmes and projects
  - c) Enrich experiences by providing a high quality and engaging visitor, educational and volunteering offer
  - d) Improving the health and wellbeing of our communities through access to green space and recreation
  - e) Improve service efficiencies, equalities and workforce satisfaction
11. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk. This support the departmental Business Plan which delivers aspects of the City of London's corporate plan.

### **Conclusion**

12. The need to systematically manage risk across the Department and at a divisional level for City Gardens and West Ham Park is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

### **Appendices**

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – Divisional Risk Registers:
  - a) Cemetery & Crematorium;
  - b) Epping Forest;
  - c) Hampstead Heath, Highgate Wood, Queen's Park and Keats House
  - d) The Commons;
  - e) West Ham Park & City Gardens

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## Appendix 1:

## City of London Corporation Risk Matrix

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 left (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 below, a green risk is one that just requires actions to maintain that rating.

### 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)

### Impact Criteria

Impact Title	Definitions
<b>Minor (1)</b>	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.
<b>Serious (2)</b>	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.
<b>Major (4)</b>	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.
<b>Extreme (8)</b>	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.

### Risk Scoring Grid

		Impact			
Likelihood	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

### Risk Definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

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

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# OS Departmental Detailed Risk Report

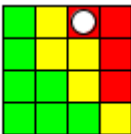
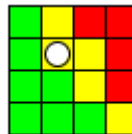

Report Author: Esther Sumner

Generated on: 19 April 2017



Rows are sorted by Risk Score

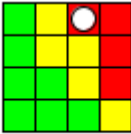
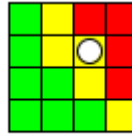

## Code & Title: OSD Department of Open Spaces Risk Register 6

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	Current Risk score change indicator
OSD 005 Pests and Diseases 10-Mar-2015 Colin Buttery	<p><b>Causes:</b> Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p><b>Event:</b> Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth</p> <p><b>Impact:</b> Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. invasives</p>	 <p>Likelihood</p> <p>Impact</p>	16	Pests and diseases continue to be a concern due to the spread of OPM and the presence of ramorum.  <b>10 Apr 2017</b>	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2019	  Increased Risk Score

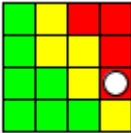
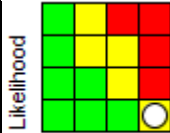

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
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OSD 005 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD CC 011 OSD EF 007 OSD EF 008 OSD NLOS 004 OSD P&G 004 OSD TC 004	Measures to address Ramorum are being taken at Epping Forest. This is being delivered locally and monitored by their local risk registers.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks	20-Dec- 2016	01-Apr- 2019
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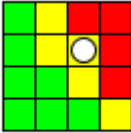
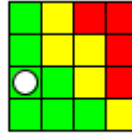



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 006</b> <b>Impact of Housing and/or transport development</b> 10-Mar-2015 Colin Buttery	<b>Cause:</b> Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities <b>Event:</b> Major development near an open space <b>Impact:</b> Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.	Likelihood  Impact	16	Planning issues at the boundaries of our sites are actively monitored across the department.  <b>17 Mar 2017</b>	Likelihood  Impact	12	31-Mar-2019	  Increased Risk Score

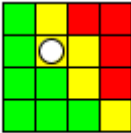
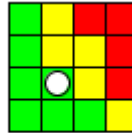

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 006 d Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 010 OSD P&G 007 OSD TC 002 OSD NLOS 011	Officers continue to monitor this divisionally.	Andy Barnard; Martin Rodman; Paul Thomson	20-Dec-2016	01-Apr-2019

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	Current Risk score change indicator
<b>OSD 007</b> <b>Maintaining the City's water bodies</b>  25-Oct-2016	The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010. Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach. For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage.	 Likelihood Impact	16	This remains a red risk as Wanstead Park has been designated as high risk and there are actions required to improve the response at Highams Park Lake following the Emergency Plan test.  <b>05 Apr 2017</b>	 Likelihood Impact	8	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 007 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 004 OSD TC 006	Actions monitored divisionally.			Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	20-Dec-2016	31-Mar-2018
OSD 007 b Divisional delivery of reservoir safety in conjunction with the City Engineers	Divisional risk and actions will be further developed to deliver reservoir safety considering the following: - Monitoring of dam condition and safety - Identifying required works, budgets, project progression - Emergency plans and warning systems as appropriate - Ownership and shared ownership	Safety monitoring is being conducted on a divisional basis with the City Engineers.			Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	20-Dec-2016	31-Mar-2018

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	Current Risk score change indicator
<b>OSD 004 Poor Repair and Maintenance of buildings</b> 10-Mar-2015 Colin Buttery	<b>Causes:</b> Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues <b>Event:</b> Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition. <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.	Likelihood  Impact	12	Regular meetings are held with surveyors.  New BRM contract starts in July <b>19 Apr 2017</b>	Likelihood  Impact	2	31-Mar-2019	  No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD 4 e Divisional Delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 002 OSD CC 003 OSD NLOS 008 OSD P&G 002 OSD TBM 006 OSD KH 003	Actions delivered locally and monitored departmentally		Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	06-Apr-2017	01-Apr-2019

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	Current Risk score change indicator
<b>OSD 001</b> <b>Ensuring the Health &amp; Safety of staff, volunteers, contractors and public</b> 10-Mar-2015 Colin Buttery	<b>Causes:</b> Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes <b>Event:</b> Staff, volunteers or contractors undertake unsafe working practices <b>Impact:</b> Injury or death of a member of the public, volunteers, staff or a contractor	 Likelihood	6	The department continues to utilize the H&S Improvement Group to facilitate improved practices. Tower Bridge and Keats House have been integrated into this system.  <b>19 Apr 2017</b>	 Likelihood	4	01-Apr-2018	  Decreased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 001 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 001 OSD CC 001 OSD TC 001 OSD NLOS 006 OSD P&G 001	Risk actions monitored at Health & Safety Improvement Group and implemented divisionally.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	20-Dec-2016	01-Apr-2018

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	Current Risk score change indicator
<b>OSD 002</b> <b>Extreme weather</b> 10-Mar-2015 Colin Buttery	<b>Causes:</b> Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change <b>Event:</b> Severe weather at one or more site <b>Impact:</b> Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	 Likelihood	6	Plans for the winter period were effective. The sites are now preparing for the summer <b>19 Apr 2017</b>	 Likelihood	6	31-Mar-2019	 Decreased Risk Score

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
<b>OSD 2 a</b> <b>Divisional delivery of risk actions</b>	Implement the actions associated with the following divisional risks: OSD EF 009 OSD P&G 005 OSD NLOS 003 OSD TC 005	Processes for monitoring weather and providing advance warning to the public are now established. Reviews of procedures followed the various winter storms and divisions adapted their approach in light of findings.		Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	12-Mar-2015	31-Mar-2019

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# OSD C&C Detailed Risk report

Report Author: Esther Sumner

Generated on: 18 April 2017



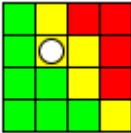
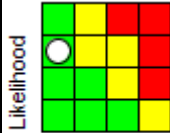

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Code & Title: OSD CC Cemetery & Crematorium 5

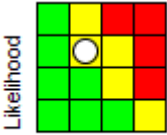
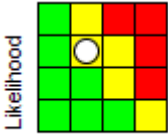

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 002 Financial failure  18-Aug-2015 Gary Burks	<p><b>Causes:</b> Reduction in the number of burials, cremations and grave purchases. Increased unexpected expenditure due to building, plant or machinery failure. Charges too high for local market. Unanticipated high recharges. Insufficient burial space, cremators cannot be operated, poor budget monitoring, increased competition from other providers</p> <p><b>Event:</b> Net agreed budget position not met at year end.</p> <p><b>Impact:</b> Financial and reputational impact. Reduction in quality of service.</p>	<p>Likelihood</p> <p>Impact</p>	6	<p>Cremator maintenance is in a better position than previously and the Superintendent continues to progress works to replace the non-abated cremators.</p> <p>Landscaping works at the Shoot are now complete and this will enhance the operating sustainability of the site.</p> <p>Due to the number of burial options available we can offer graves at a reasonable price but must consider the whole life costs to ensure that we are charging correctly</p> <p><b>07 Apr 2017</b></p>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2018	<p>No change</p>

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 002 a Burial management	Review undertaken of remaining and additional burial space. Fees comparisons with neighbouring/competitor facilities used to inform annual fees and charges Consideration when setting fees and charges with 'whole life' costs. Effective relationships developed with funeral directors. Monitor any significant changes in competition or ownership of nearby crematoria Ongoing	As previously, the 'Burial Space Plan for the City of London Cemetery' Report to Port Health and Environmental Services Committee in March 2016 set out current availability and a plan for the next 15 years provision including the new space created by the Shoot and reuse of graves.	Gary Burks	07-Apr-2017	31-Mar-2018
OSD CC 002 b Effective maintenance management	Continue to work with City Surveyors to ensure that planned and preventative maintenance and AWP works for buildings and cremators is effective. Ongoing	Cem & Crem Superintendent continues to work with City Surveyors, CLPS and industry experts to take a cremator replacement project through the Gateway process in the coming years. Consideration of options has commenced.	Gary Burks	07-Apr-2017	31-Mar-2018
OSD CC 002 c Budget management	Regular monitoring of income and expenditure and budget adjustments made where appropriate and necessary	Regular and ongoing budget monitoring continues	Gary Burks	07-Apr-2017	31-Mar-2018

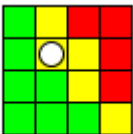
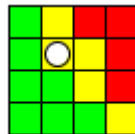



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 003 Deterioration of buildings, plant and machinery</b>  19-Aug-2015 Gary Burks	<b>Causes:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues <b>Event:</b> Operational or public buildings become unusable. Plants and trees die. <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance	 Likelihood Impact	6	The reduced CWP programme picks up urgent and important building works, cremators are currently operating well and repairs are being carried out to schedule. A contract to run alongside the City's main R&M contract is being negotiated for cremator repair and maintenance.  <b>07 Apr 2017</b>	 Likelihood Impact	3	01-Aug-2017	  No change

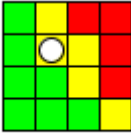
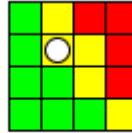

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD CC 003 a Operational Property Review	Implementation of property review which aims to rationalise operational buildings across open spaces.	Cemetery actions complete - no further updates			Gary Burks	16-Nov-2016	31-Jul-2016
OSD CC 003 b Building R&M	Develop relationship with City Surveyors and ways of working to ensure AWP works are delivered Regular meetings with CS's Property Facilities Managers Input into 2017+ R&M specification and tender documents	Actions are ongoing.  Superintendent now sits on the BRM working Group to monitor the new contract as it progresses			Gary Burks	07-Apr-2017	31-Jul-2017
OSD CC 003 c BRM contract renewal	The current BRM contract expires in July 2017. It was agreed that the cremators should be removed from the overarching contract and subject to a separate procurement to find a specialist contractor.	The Superintendent is currently working with the City Surveyors and Procurement teams to tender the maintenance of the City Corporations cremators, this will help ensure that maintenance standards for this vital plant and equipment is maintained.				07-Apr-2017	31-Mar-2018

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	Current Risk score change indicator
<b>OSD CC 009 Systems Failure</b>  01-Jun-2016 Gary Burks	<b>Cause:</b> IT systems including telephony fail <b>Effect:</b> Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site <b>Impact:</b> Burials and cremations may have to be cancelled/no bookings can be taken. Burials in the wrong graves. Loss of income. Reputational damage	 Likelihood Impact	6	As previously, recent problems with telephony and computer systems did not have a major impact on services because they were managed through use of mobile phones and manual back-up systems. Current and target score to match as a lower target score not able to be achieved until corporate IT becomes more reliable and stable.  <b>07 Apr 2017</b>	 Likelihood Impact	6	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 009 a Business continuity	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.	No change:  Use of mobile phones and manual systems has been required due to IT issues.  IT Business partner escalated issues to 'priority' status due to business impact		Gary Burks	07-Apr-2017	31-Mar-2018

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	Current Risk score change indicator
<b>OSD CC 010</b> <b>Extreme weather</b>  21-Jun-2016 Gary Burks	<b>Cause:</b> Strong winds causing significant tree damage within the cemetery and crematorium landscape <b>Effect:</b> Roads closed, exclusion of the public, disruption to funerals <b>Impact:</b> Significant cost to division and possible loss of income/ negative publicity	 Likelihood	6	There is a residual significant risk as we can do little to change the course of nature, but have systems in place and experienced staff to deal with any such incident  <b>07 Apr 2017</b>	 Likelihood	6	31-Mar-2018	  No change

Action no, Title, Page	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 010 a and damage Page 47	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. Tree inspections Maintain staff with chainsaw qualifications	No change:  Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees.  It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.		Gary Burks	07-Apr-2017	31-Mar-2018

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	Current Risk score change indicator
<b>OSD CC 011</b> <b>Tree and plant diseases</b>  21-Jun-2016 Gary Burks	<b>Cause:</b> Tree Disease or infestation <b>Effect:</b> Loss of tree stock or exclusion of the public from certain areas of the cemetery <b>Impact:</b> Partial closure of site or loss of mature trees and the affect that this would have on the landscape	 Likelihood	6	Efforts across the department are continuing. Trees are surveyed and inspected, departmental experts have been setting pheromone traps in vulnerable tree stock.  <b>07 Apr 2017</b>	 Likelihood	6	31-Mar-2018	  No change

Action no, Title, Page	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 011 a Tree surveys	Regular monitoring of trees Engagement of specialists where required	Continued monitoring and surveys should flag up tree disease or infestation in the early stages, at which time advice will be sought and action taken.	Gary Burks	07-Apr-2017	31-Mar-2018

# OSD EF Detailed Risk Report

Report Author: Esther Sumner

Generated on: 19 April 2017




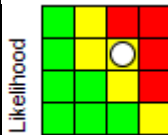

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Code & Title: OSD EF Epping Forest 14

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	Current Risk score change indicator
OSD EF 002 Online in Assets condition 19-Aug-2015 Paul Thomson	<b>Causes:</b> Poor maintenance, failure to implement recommendations. <b>Event:</b> Failure to meet statutory regulations and checks. Buildings deteriorate to unusable/unsafe condition. <b>Impact:</b> Poor condition of Assets, loss of value, cost of repair. Fines from Local Authority, and other statutory bodies.	 Likelihood Impact	24	No significant change in funding or contract management leaving the risk at the same level.  18 Nov 2016	 Likelihood Impact	12	31-Aug-2017	  No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 002 a Forest asset register	Creation of a forest hydrological asset register for city surveyors	still awaiting decision			Geoff Sinclair	18-Apr-2017	10-Sep-2017
OSD EF 002 b Forest furniture	Database to be created by CS Creation of maintenance plan of all forest furniture and	Operations team updating own database of inspections on reportable structures currently dragons teeth and height barrier			Martin Newnham;	18-Apr-2017	28-Dec-2017

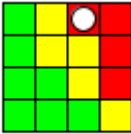
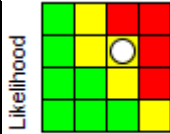

audit and maintenance	then implement actions arising from plan		Geoff Sinclair		
OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site	Asbestos Management Plan created and implemented for all buildings at EF.  Ongoing works and checks.  Awaiting completion of all legionella management works	Jo Hurst	18-Apr-2017	30-Nov-2017
OSD EF 002 e Annual building inspections	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually	2016 completed awaiting action report	Jo Hurst	18-Apr-2017	17-Dec-2017
OSD EF 002 f AWP	20 year programme of investment and maintenance of all built assets. Review annually.	awaiting final document for Bid 2018/2019	Jo Hurst	18-Apr-2017	26-Nov-2017
OSD EF 002 g Upkeep of Great Gregories farm	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep if the building.	discussions with business manager and superintendent to create maintenance budget line	Jeremy Dagley	18-Apr-2017	30-Sep-2017
OSD EF 002 h Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	Currently under costed review	Jo Hurst	18-May-2016	31-Jul-2017

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	Current Risk score change indicator
<b>OSD EF 007 Pathogens</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Lack of adequate controls on international trade encourages transmission of pathogens; inadequate site biosecurity; and spread of novel pathogens responding to changes in climate presence of suitable hosts. <b>Event:</b> Sites become infected by pathogens causing diseases which lead to the decline or loss of key species <b>Impact:</b> loss or decline of key species; temporary site closures; increased costs for biosecurity, monitoring and reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood Impact	16	Due to rise in SOD cases  <b>18 Apr 2017</b>	 Likelihood Impact	12	31-Mar-2018	 No change

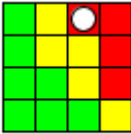
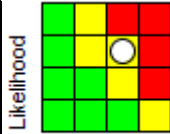

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	ongoing			Geoff Sinclair	18-Apr-2017	08-Apr-2018
OSD EF 007 b Leaves miner moth on horse chestnut	Trial inoculation of infected trees to be undertaken by specialist contractor	Process was not successful			Geoff Sinclair	19-May-2016	30-Jun-2015
OSD EF 007 c Survey Oaks for Acute Oak Decline	Yearly inspection of 600 of the ancient oaks across the centre of the forest. Annual activity.	ongoing inspection			Jeremy Dagley	18-Apr-2017	31-Dec-2017
OSD EF 007 d Sudden Oak Death	Yearly inspection of all Rhododendron and Larch. Tender of Larch removal. To be done yearly	SOD found at Wanstead park in Rhododendrons			Jeremy Dagley	18-Apr-2017	15-Apr-2018
OSD EF 007 e Biodiversity policy	Need to develop a biosecurity policy and then implement.	Have discussion and create plan for biosecurity feasibility of implementation			Jeremy Dagley	19-May-2016	16-Oct-2017
OSD EF 007 f Pennywort removal	Removal of Pennywort in Wanstead Park	ongoing spraying and monitoring				18-Apr-2017	08-Apr-2018





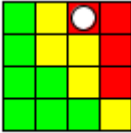
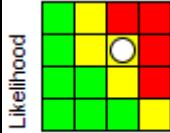

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD EF 008 Invasive Non Native Species (INNS)</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest <b>Event:</b> Sites become occupied by INNS which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some INNs have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a) <b>Impact:</b> loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.	 Likelihood Impact	16	Risk is staying at the same despite works to eradicate SOD at Warren plantation  <b>19 Apr 2017</b>	 Likelihood Impact	12	01-Apr-2018	  No change

Task no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 008 a Biosecurity training	Biosecurity training for all surveying staff	training undertaken		Martin Newnham	18-Apr-2017	30-Nov-2016
OSD EF 008 b INNS monitoring	Monitor on a very regular basis and react to issues identified as and when. Ongoing	ongoing		Jeremy Dagley; Martin Newnham; Geoff Sinclair	18-Apr-2017	01-Apr-2018
OSD EF 008 c INNS policy	Develop an INNS policy	JRD attended webinar fro CIEEM		Jeremy Dagley	18-Apr-2017	01-Jul-2018

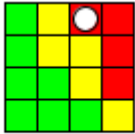
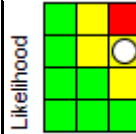

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD EF 010 Development Consents close to Forest Land</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Lack of suitable protections in EF Acts; Planning Authorities obligations to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of resources to employ specialist support or carry out necessary monitoring/research <b>Event:</b> Large housing; transport infrastructure or other developments on land affecting Epping Forest. <b>Impact:</b> Change in character to the context and setting of Forest Land. Potential increase in visitor numbers and recreational pressure. Increased in air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network.	 Likelihood	16	No change in the risk  18 Nov 2016	 Likelihood	12	31-Mar-2018	  Increased Risk Score

Task no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 010 a	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.		Jeremy Dagley		31-Dec-2017
OSD EF 010 b	Agree a joint approach with Natural England and responses to development pressure on SAC	joint approach meeting in May 11th	Jeremy Dagley	18-Apr-2017	19-Dec-2017
OSD EF 010 c	Negotiate renewal with Essex County Council and extend to cover London Borough's	still on ESSEX radar with traffic modelling works undertaken	Jeremy Dagley	18-Apr-2017	10-Mar-2019
OSD EF 010 d	Meet with LBE and influence outcome of their NGAP project	delayed by London borough of Enfield	Jeremy Dagley	18-Apr-2017	07-Apr-2019



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	Current Risk score change indicator
<b>OSD EF 012</b> <b>Loss of Forest Land and/or concession of prescriptive rights</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Lack of single definitive reference point for Epping Forest boundaries and accesses. <b>Event:</b> Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time. <b>Impact:</b> compromising statutory responsibility through loss of Forest Land to encroachment; concession of prescriptive rights and loss of potential income; significant costs and jeopardy of litigation in recovering rights; harm to City of London's reputation as Conservators	 Likelihood	<b>16</b>  <b>Impact</b>	No change  <b>18 Apr 2017</b>	 Likelihood	<b>12</b>  <b>Impact</b>	31-Mar-2018  No change	

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD EF 012 a Access audit training	Land Officer delivering training on access so that the correct information can be gathered for validation	The training has been undertaken			Sue Rigley	17-Nov-2016	31-Aug-2016
OSD EF 012 b Audit timetable	Establish timetable to undertake sequence of audits	All 38 compartment maps are ready			Jeremy Dagley; Sue Rigley	18-Apr-2017	09-Jul-2017
OSD EF 012 c Undertake timetabled audits	Keeper team to undertake audits. this will be cyclical and ongoing				Martin Newnham		31-Dec-2017
OSD EF 012 d Assessment of the audits in partnership with CS and CCS	Work with City Surveyors and Comptrollers and Solicitors department to consider if legal action is required to settle disputes. Ongoing				Sue Rigley		31-Dec-2017

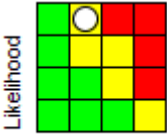
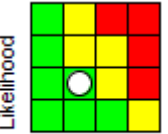

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD EF 016 Financial management and loss of income</b> 18-May-2016 Paul Thomson  <b>Page 57</b>	<b>Causes:</b> COL facing austerity efficiencies: revisions to EU common agricultural policy (CAP) regulation, transition to Basic Payment Scheme (BPS) and UK interpretation and tightening of qualifying eligibility criteria. Failure to deliver to spend profile may result in loss of budget; lack of skills/capacity to deliver income generation projects; unrealistic initial targets and deadlines. Possible impact of Brexit. <b>Event:</b> Reduction deficit funding from the COL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity; especially conservation grazing. Division is unable to deliver spend to profile or income generation programmes to agreed targets and timescales. Adverse workload impact on service delivery. <b>Impact:</b> Reduction in income. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing partnership. Reduction / loss of biodiversity.	 Likelihood	<b>16</b>  Impact	No change  <b>18 Apr 2017</b>	 Likelihood	<b>12</b>  Impact	31-Oct-2017	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 016 a Basic Payment Scheme	Apply for funding from the RPA - annual process	Yearly application process Potential for fines if do not respect the funding brief. Risk inherent in this European funding if changes to country's position within Europe Reductions of grant in order of 10 - 12% has been made which has been offset by claims from other areas Further regulations and inspections are likely to further constrain the ability to claim on commons available for grazing. Excess entitlements may be sold or transferred	Jeremy Dagley	29-Jun-2016	02-Sep-2018
OSD EF 016 b Business merger for RPA	Complete the merger of EF and The Commons under the single SBI and assess risks of claim area in relation to future inspections	Merger complete and creation of a project board with 2 monthly report to SLT	Jeremy Dagley	18-Apr-2017	31-Dec-2017
OSD EF 016 c	Effective budget management through use of new profiling	ongoing review on a monthly basis	Jo Hurst	18-Apr-	01-Apr-

Budget review	information, in-year review/ reallocation in September. Monthly meetings with budget holders. Monthly reporting and monitoring. Ongoing process			2017	2018
OSD EF 016 d SBR savings	Income and expenditure targets across project streams with monthly monitoring and review	2017-18 budgets to be reviewed by business manager and superintendent before discussion with rest of DMT	Paul Thomson	18-Apr-2017	02-Jul-2017

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	Current Risk score change indicator
<b>OSD EF 003 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition</b> 19-Aug-2015 Paul Thomson 	<p><b>Causes:</b> Lack of grazing pressure; Invasive Non Native Species (INNS); anthropogenic nitrogen deposition; atmospheric pollution; and climate change.</p> <p><b>Event:</b> Unfavourable assessment by Natural England.</p> <p><b>Impact:</b> Decrease in % SSSI area in favourable condition (currently 35.42%); decrease in %SSSI area in unfavourable recovering (currently 48.24%); loss of grant funding; harm to City's reputation. Fines from Natural England and Defra</p>	<div style="display: flex;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold;">Likelihood</div> </div>	12	No movement on the Risk	<div style="display: flex;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold;">Likelihood</div> </div>	4	01-Jan-2018	↔  No change




Action no, Title	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 003 a Countryside stewardship grant	Prepare application for new stewardship	The review of CAP has reduced funding available	Jeremy Dagley	18-May-2016	01-Jan-2018
OSD EF 003 b Biodiversity 2020	Create plan of action for 5 compartments within existing resources	2 compartment have been created and awaiting submission to Natural England.  the rest of the works is 70% completed.	Jeremy Dagley	18-Apr-2017	30-Nov-2018
OSD EF 003 c Remodel grazing expansion plan and implement	Remodel grazing expansion plan so that appropriate to the resources available. Build up the number of animals and manage parts of the forest for grazing.	Using additional animals from different breeds. New wintering facility in use at Great Gregories although expansion required Decision outstanding on contractual arrangements arising from remodelled plan	Jeremy Dagley	18-May-2016	01-Jan-2018

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	Current Risk score change indicator
<b>OSD EF 001</b> <b>Increase in Health and Safety incidents/Catastrophic Health &amp; Safety failure</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not undertaken or completed incorrectly; inadequate appropriate training; failure to implement the results of audits. <b>Event:</b> Staff, volunteers contractors or licensees undertake unsafe working practices <b>Impact:</b> Injury or death of staff, volunteer(s), contractor(s) or licensee(s), volunteer or member of the public. Prosecution by HSE and/or Police; increased insurance premiums; harm to City's reputation. Fine from HSE	 Likelihood Impact	8	the risk is staying the same despite good work from all teams   <b>18 Apr 2017</b>	 Likelihood Impact	4	31-Jul-2017	   No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD ED 001 d Accident Reporting	Continue to develop a good culture of reporting accidents and incidents and near misses.	There has been an improvement on the reporting and completion of the investigations in a timely manner.			Jo Hurst	18-Apr-2017	10-Apr-2018
OSD EF 001 a Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	The protocol is in place and reviewed on a regular basis			Jo Hurst	18-Apr-2017	01-Apr-2017
OSD EF 001 b Biennial review of site health and safety by peer review	Net improvement of standards of H&S following 2013 and 2015 validation visits.	All outstanding peer review actions have been undertaken except works at Aldersbrook road pending SBR sport board			Jo Hurst	18-Apr-2017	31-Mar-2018
OSD EF 001 c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	annual improvement			Jo Hurst	18-Apr-2017	15-Apr-2018





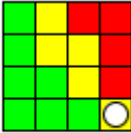
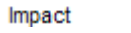
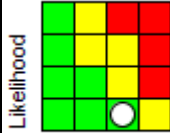
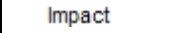

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD EF 004 Raised Reservoirs</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Inadequate design, insufficient prescribed maintenance, leaks compromising dam integrity, failure to implement Panel Engineer's Recommendations, failure to keep dams clear of vegetation; failure to maintain Blue Books, failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR <b>Event:</b> Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse <b>Impact:</b> Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Reputational harm. Damage to/loss of habitat and associated rare species. Fines from EA	 Likelihood Impact	8	No changes in the risk but anticipating an increase in case of further delay in the decision making <b>18 Nov 2016</b>	 Likelihood Impact	4	31-May-2017	 No change

Task no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October	Obtained copy of engineers report	Martin Newnham; Geoff Sinclair	18-May-2016	15-May-2017
OSD EF 004 b Eagle Ponds	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge	survey not necessary has piling wall present giving LBR responsibility as statutory undertaker	Geoff Sinclair	18-Apr-2017	01-Apr-2018
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	all mandatory checks are done and blue books filled in as per engineer panel requests	Martin Newnham	18-Apr-2017	08-Apr-2018
OSD EF 004 d Clearance work	LBR maintenance programme implemented - ongoing		Geoff Sinclair		30-Apr-2017
OSD EF 004 e Baldwins Pond and Birch Hall	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	awaiting July committee gateway 3	Geoff Sinclair	18-Apr-2017	03-Sep-2017

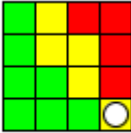
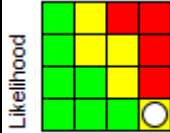

Park Pond					
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD EF 014 Major Incident resulting in prolonged 'Access Denial'</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Pandemic; Human error, mechanical failure or deliberate act of terrorism. <b>Event:</b> Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services; major pollution incident from M25 Pollution from septic tanks or cattle buildings. <b>Impact:</b> damage to and loss of Forest habitat; threat to existing conservation status of sites; reduced income from licensees unable to trade; costs of remediation and staff engagement. Fines from EA for pollution incidents	Likelihood  Impact 	8	No change  <b>19 Apr 2017</b>	Likelihood  Impact 	4	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 014 a Emergency	Review and update emergency plan	ongoing review		Martin Newnham	18-Apr-2017	01-Apr-2018
OSD EF 014 b LALO training	Relevant staff undertake LALO training	Training undertaken for all managers and 3 support		Martin Newnham; Geoff Sinclair	17-Nov-2016	31-Aug-2016
OSD EF 014 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX	Training has taken place refer to Valex exercise notes		Martin Newnham	17-Nov-2016	31-Oct-2016
OSD EF 014 d VALEX (validation exercise)	Multi disciplinary validation exercise to take place covering a number of topics	more work needed with external partners		Martin Newnham; Bertrand Vandermarcq	18-Apr-2017	15-Apr-2018

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	Current Risk score change indicator
<b>OSD EF 015 Public behaviour</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Crime, irresponsible dog owners, rough sleepers, User conflict, trespass, alcohol. <b>Event:</b> Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social behaviour <b>Impact:</b> Bad PR, injury to visitors, insurance claims, police exclusion zones, rise in crime rates, illegal occupancy of Forest land. Increase in costs of managing public behaviour	 Likelihood	8	Still no improvement despite all the work done by the Keeper team  <b>18 Apr 2017</b>	 Likelihood	8	01-Apr-2018	  No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD E 015 f Develop and improve joint working	Develop stronger links and become a trusted partner with EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action	there is now a joint venture with London Borough of Redbridge outreach teams and there is a protocol in place for rough sleepers			Martin Newnham	18-Apr-2017	01-Aug-2018
OSD EF 015 b Controlling dogs through Dog Control Orders	Dog Control Orders / PSPO's ideally required for all Boroughs. Currently in place for EFDC and LBWF Ongoing until Borough's make submissions for PSPO's / DCO's	London Borough of Waltham Forest in place and Epping Forest district council.  Awaiting Newham and joint patrols			Martin Newnham	18-Apr-2017	02-Feb-2018
OSD EF 015 c Approach to rough sleeping	Multi disciplinary approach with enforcement and outreach team. Protocol in place.	rough sleepers protocol in place and joint working with outreach teams in Redbridge			Martin Newnham	18-Apr-2017	11-Dec-2017
OSD EF 015 d Approach to fly tipping	Multi disciplinary approach with enforcement team ISA and sharing enforcement action CIWM training taking place to ensure EPA prosecution compliance	CIWM training took place and with the lead of one of the Forest keepers prosecutions are moving forward and are more and more successful.			Martin Newnham	18-Apr-2017	11-Mar-2018
OSD EF 015 e Approach to Anti social	Multi disciplinary approach required CPN and CPW being explored				Martin Newnham		12-Jun-2018

behaviour					
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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	Current Risk score change indicator
<b>OSD EF 009 Severe Weather Events</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Severe gale and storm events, prolonged precipitation/increased precipitation events or restricted precipitation increasing Fire Severity. <b>Event:</b> Severe weather events including periods of drought; flooding; gales; and increased Fires Severity. <b>Impact:</b> Risk of injury or death to staff, visitors, contractors and volunteers. Loss of habitat/public access and intensification of visitor pressure on other areas of Forest; Damage/loss of rare/fragile habitats and species; Incidents increase demand for staff resources to respond to maintain public and site safety; loss of species, temporary site closures; increased costs for reactive management.	 Likelihood	6	Following all the works and training undertaken I believe that the impact is reduced  <b>18 Nov 2016</b>	 Likelihood	6	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 009 a Emergency plan	Review and update plan	ongoing review		Martin Newnham	18-Apr-2017	01-Apr-2018
OSD EF 009 b Local Authority Liaison Officers	Organise and deliver LALO training to all managers on call rota	All call out Managers and 3 supports have undertaken the training		Martin Newnham; Geoff Sinclair	17-Nov-2016	31-Aug-2016
OSD EF 009 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX	Training undertaken by all silver and gold command with additional presence of 3 Bronze support.		Martin Newnham; Bertrand Vandermarcq	10-Nov-2016	31-Oct-2016
OSD EF 009 d VALEX (Validation Exercise)	Multi disciplinary validation exercise to take place covering a number of topics	awaiting final report		Martin Newnham; Bertrand Vandermarcq	18-Apr-2017	13-Aug-2017
OSD EF 009 e Severe weather protocol	Write, implement a severe weather protocol and ensure protocol is rolled out to all relevant staff	ongoing review		Geoff Sinclair	18-Apr-2017	01-Apr-2018

OSD EF 009 f Weekly monitoring of weather warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings and fire severity index	ongoing done by Business manager on a weekly basis and communicated via email burst	Jo Hurst	18-Apr-2017	01-Apr-2018
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# OSD NLOS Detailed Risk Report

Report Author: Martin Falder

Generated on: 26 April 2017



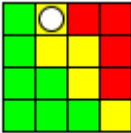
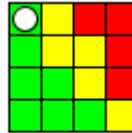

Rows are sorted by Risk Score

Code & Title: OSD NLOS Hampstead Heath, Queens Park & Highgate Wood 9




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	Current Risk score change indicator
OSD NLOS 9 Impact of housing and population and transport increase 23-Jun-2016 Bob Warnock	<b>Causes:</b> 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. <b>Event:</b> Large houses, buildings or other developments on land affecting Open Spaces. <b>Impact:</b> Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquility. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	Likelihood  Impact	12	Current planning issues relate to Heath House, The Water House, Parliament Hill / William Ellis Schools, 114-120 West Heath Road, Jack Straws Castle and two Eruv applications. <b>26 Apr 2017</b>	Likelihood  Impact	12	31-Mar-2018	

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date

OSD NLOS 011 a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces.	This is on-going and the Division will make representation when appropriate.	Richard Gentry	26-Apr- 2017	30-Jun- 2017
OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	Response to planning issues given as and when required.	Richard Gentry	14-Mar- 2017	30-Jun- 2017
OSD NLOS 011 c Planning applications	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces.	The Division continues to monitor local planning issues.	Richard Gentry	26-Apr- 2017	30-Jun- 2017

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	Current Risk score change indicator
<b>OSD NLOS 003 Extreme Weather Events</b>  10-Aug-2015 Bob Warnock	<b>Causes:</b> Severe wind events, prolonged precipitation or restricted precipitation <b>Event:</b> Severe weather/climate impacts at one or more sites within the Division <b>Impact:</b> Service capability disrupted; Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts site access, rainfall results in flooding and impassable areas, site closures: severe damage to flora and fauna: risk to life and limb: damage to property	 Likelihood	8	Residential and non residential staff are briefed by Duty Manager / Supervisor in advance of weather via alerts received from the Met Office.  Staff prepared to respond to weather event.  <b>26 Apr 2017</b>	 Likelihood	4	01-Apr-2018	  Decreased Risk Score

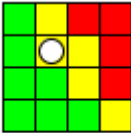
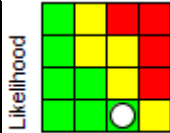

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 003 a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following and extreme weather event	Response to 'Trigger Events' has been effective.		Bob Warnock	26-Apr-2017	31-Mar-2018
OSD NLOS 003 b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Next review date September 2016	SMT have met with residential staff and Lodge Policy now in a draft form.  Call out procedure is being developed, launch date was April 2017, due to competing priorities, this date will be extended,		Richard Gentry	26-Apr-2017	31-Mar-2018

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	Current Risk score change indicator
<b>OSD NLOS 006 Ensuring the Health and Safety of staff, contractors, visitors and volunteers</b> 10-Aug-2015 Bob Warnock	<b>Cause:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional H & S Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. <b>Event:</b> Staff or contractors undertake unsafe working practices <b>Impact:</b> Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty	 Likelihood	6	Recent cable strike is being investigated (fencing contractor).  H & S meetings continue to take place Divisional and Dept.  <b>14 Mar 2017</b>	 Likelihood	2	01-Apr-2018	  No change

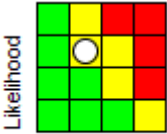
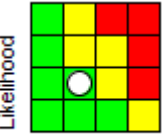
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD NLOS 006 a Annual H & S site Audits	Continue with annual H & S site Audits Sites will carry out audits by peers from within Division Next audit will take place in August 2016	Audits have been completed.  Site reps need to ensure any outstanding actions from audit are responded to.  Divisional H & S meeting has declared that peer to peer audit will continue with Supervisors carrying out audits.			Richard Gentry	30-Dec-2016	31-Dec-2016
OSD NLOS 006 b Quarterly Divisional H & S Meetings	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Meeting dates for 2017 have been diarised and staff made aware of dates.  Minutes of previous meeting have been distributed to staff.			Richard Gentry	30-Dec-2016	14-Dec-2016
OSD NLOS 006 c Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes	No incidents to occurrences since last update.  At Divisional H & S meeting the Dept. Control of Contractors Document presented to staff for distribution.			Richard Gentry	30-Dec-2016	31-Dec-2016



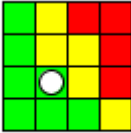
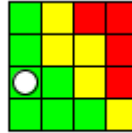

	<p>procedures for City Surveyors appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used.</p> <p>Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.</p>				
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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	Current Risk score change indicator
<b>OSD NLOS 007 Hampstead Heath Water bodies including Bathing Ponds</b> 10-Aug-2015 Bob Warnock	<b>Cause:</b> Improper use of water bodies. Members of the public swimming in unauthorised areas. Swimming outside of designated zones/times. Swimmers fail to pay attention to acclimatisation requirements. Insufficient signage, poor maintenance of banks <b>Event:</b> Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond. <b>Impact:</b> Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty	 Likelihood Impact	6	As warmer weather approaches, we may see people entering water bodies without life guards.  Staff to ensure they continue to check signage and life saving equipment on checklist..  <b>14 Mar 2017</b>	 Likelihood Impact	4	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
<b>OSD NLOS 008 a Training</b>	Training for lifeguards Training is ongoing activity Review annually	Lifeguards and other staff complete the Learning and Development section of their PDR with their Line Manager. Training is identified and arranged at a local Divisional level.  When necessary, Dept. or Organisational training is rolled out to staff and completed, e.g. Driver Awareness			Richard Gentry	26-Apr-2017	30-Apr-2017
<b>OSD NLOS 008 b Signage</b>	Appropriate signage at ponds Weekly - Signage is checked as part of Ranger duties, this includes checking gates are locked and life rings are in place - ongoing Date of next review – November 2016	Signage has been refreshed and installed following the Ponds Project.			Bob Warnock	26-Apr-2017	31-Dec-2016
<b>OSD NLOS 008 c Safety equipment</b>	Safety equipment accessible at ponds Weekly - Checks are carried out by life guards within their facilities Monthly – Safety equipment is checked as part of Ranger duties. Review six monthly. Date of next review September 2016	Signage and equipment has been installed following the completion of the Ponds Project works.			Bob Warnock	14-Mar-2017	31-Jan-2017

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	Current Risk score change indicator
<b>OSD NLOS 010 Golders Hill Park Zoo and Queens Park Farm</b>  03-Jun-2016 Bob Warnock	<b>Cause:</b> Non compliance with zoo licensing legislation, failing to follow best practice, failing to have sufficient and suitably qualified staff <b>Event:</b> Animal mortality, increase of animal disease, possible infection to human beings <b>Impact:</b> Adverse publicity, legal challenge, fines and prosecution	 Likelihood Impact	6	Measures in place to respond to outbreak of avian bird flu in Europe. Now evidence of outbreak in the UK.  Update on avian bird flu from zoo staff measures continue to be in place until end of April 2017.  <b>14 Mar 2017</b>	 Likelihood Impact	4	01-Apr-2018	

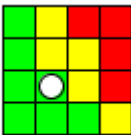
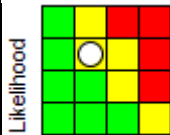

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 010 a Facilities operated by appropriate staff	Recruiting to Senior Zoo Keeper and Engagement Officer. Training delivered for Queens Park team in basic animal husbandry to support ongoing management of the Farm Staff from Queen's Park providing support at the zoo with support of casual staff.	Position has been recruited to since August 2016. Handover has been completed.		Richard Gentry	13-Nov-2016	31-Oct-2016
OSD NLOS 010 b Expert advice and guidance	Zoo Ethics meeting twice a year with vets visits to zoo and farm also twice a year Attendance at meeting by Local Authority Zoo Licence Inspector offering support and guidance Daily activities undertaken to ensure compliance with required zoo licence	Zoo Team Leader and Animal Attendant in process of developing plan for future of the zoo and farm.  Reported to Committee in March 2017, next report to May HHMC and June QPJC. No ethics issues to report.		Richard Gentry	26-Apr-2017	30-Jun-2017

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	Current Risk score change indicator
<b>OSD NLOS 001 Delivering the Divisional Road Map for Projects and Programmes</b> 10-Aug-2015 Bob Warnock	<b>Causes:</b> A gap of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes, timescales and deliverables. <b>Event:</b> The Division is unable to deliver its agreed roadmap projects and programmes in agreed timescales or achieving agreed outcomes <b>Impact:</b> Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.	 Likelihood Impact	4	No change  <b>14 Mar 2017</b>	 Likelihood Impact	2	31-Mar-2018	  No change

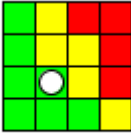
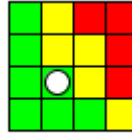

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
<b>OSD NLOS 001 a Programme management</b>	Programmes cover period 2015 - 2018. Programme Boards meet regularly - ongoing Projects Officer appointed, Supervisors and Managers have been given support and training. Programmes and Project reporting bi-monthly through highlight reports to Senior Leadership Team and overseen by OSPSU - ongoing Departmental Programmes RAG status progress by exclusion to Open Spaces and City Gardens Committee - ongoing				Bob Warnock		31-Mar-2018

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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 002 a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	Recent Fair Safety checks have identified a lack of on-going training for staff, a report will follow recommending further training should take place for existing staff.	Richard Gentry	26-Apr-2017	31-May-2017
OSD NLOS 002 b Emergency Action Plan	Review EAP - Review carried out annually or following incident if appropriate. Next review date September 2016	First proper meeting took place with key stakeholders in March 2017. D Cobb/B Macefield and P Jeal are leading on the development of a Trigger Event Guidance Document. D Cobb has suggested a document focussing on main issues for the Division would be available before the summer 2017.	Richard Gentry	14-Mar-2017	31-May-2017

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	Current Risk score change indicator
<b>OSD NLOS 004 Plant and Tree Disease</b> 10-Aug-2015 Bob Warnock	<b>Causes:</b> Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites <b>Event:</b> Tree disease including Massaria, Ash Die Back, Oak Processionary Moth. Sites become infected by animal, plant or tree diseases <b>Impact:</b> Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM	 Likelihood Impact	4	Reduced likelihood as staff source from approved suppliers.  <b>14 Mar 2017</b>	 Likelihood Impact	6	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
<b>OSD NLOS 004 a Tree and Plant Procurement</b> 10-Aug-2015	Sourcing of plants / trees through approved suppliers. Review six monthly	Staff continue to use approved suppliers for the procurement of trees and plants.  Evidence of tree disease in Division  Early warning notices to be displayed , e.g. OPM.		Richard Gentry	26-Apr-2017	31-Aug-2017
<b>OSD NLOS 004 b OPM monitoring</b>	Trained arboricultural contractors carrying out spraying of Oak in previously infected areas	Spraying has been carried out.  Notices were displayed raising awareness.  Staff to be advised & updated about OPM and what they should be observing when on patrol.		Richard Gentry	26-Apr-2017	31-Mar-2018

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	Current Risk score change indicator
<b>OSD NLOS 008</b> <b>Maintenance of Divisional buildings and equipment</b>  10-Aug-2015 Bob Warnock	<b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues <b>Event:</b> Operational or public building become unusable <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.	 Likelihood	4	Regular client liaison meetings take place with colleagues from the City Surveyors Department  APFM attends site and responds in timely manner to issues.  Staff utilise the Maintenance Technician or the Property Response Desk provided by the City Surveyors Department.  <b>26 Apr 2017</b>	 Likelihood	4	31-Aug-2017	          Decreased Risk Score

Action no, Title, Date,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 008 a Review of Property Assets	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process	Asset review by the Surveyors Dept. is on-going.  Client Liaison Meetings continue.	Richard Gentry	14-Mar-2017	30-Jun-2017
OSD NLOS 008 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process	Client Liaison meetings are taking place.  APFM in regular contact with internal Divisional stakeholders.	Richard Gentry	16-Nov-2016	31-Jul-2017
OSD NLOS 008 c East Heath Car Park Capital Project	East Heath Car Park Capital Project	East Heath Car Park resurfacing project will involve an options appraisal and further consideration by this HHCC and the HHHWQPC before submitting a report to Gateway 3.	Richard Gentry; Esther Sumner; Bob Warnock	26-Apr-2017	30-Jun-2017

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# OSD The Commons Detailed Risk Register

Report Author: Esther Sumner

Generated on: 18 April 2017



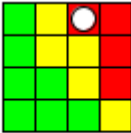
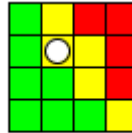

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Code & Title: OSD Department of Open Spaces Risk Register 1 OSD TC The Commons 9

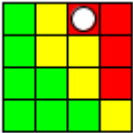
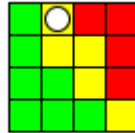

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 002 Local Planning Issues 09-Jun-2015 Andy Barnard	<p><b>Causes:</b> Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research</p> <p><b>Event:</b> Large housing or other developments on land affecting the Open Spaces.</p> <p><b>Impact:</b> Increase in visitor numbers and general recreation pressure. Potential decline in biodiversity due to disturbance and habitat quality. Increased in air, light and noise pollution. Decrease in water availability. Increased hydrological pollution risk. Increased traffic on local road network.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>The Division is now exposed to several local plans, however, the risk stays the same but workload increased</p> <p>10 Apr 2017</p>	<p>Likelihood</p> <p>Impact</p>	12	31-Mar-2018	<p>No change</p>

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
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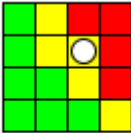
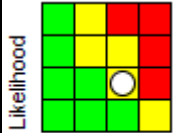

OSD TC 002 a Local authorities/Cou nties Local Plans and Core Strategies	Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	Action is ongoing	Hadyn Robson	18-Apr-2017	31-Mar-2018
OSD TC 002 b Monitoring of impacts	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	Action is ongoing.  Continuing monitoring of dust and reviewing regular reports from contractors  Reviewing results of hydrology monitoring from quarry operator and chasing when required Currently undertaking 5 yearly review of visitor numbers Received interim report on repeat survey of visitor footfall	Hadyn Robson	18-Apr-2017	31-Mar-2018

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	Current Risk score change indicator
<b>OSD TC 004 Tree Diseases and Other Pests</b> 10-Jun-2015 Andy Barnard	<b>Causes:</b> Inadequate biosecurity, purchase or transfer of infected, plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth and Foot and Mouth <b>Event:</b> Sites become infected by animal, plant or tree diseases <b>Impact:</b> Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood	16	OPM was identified on Ashted Common and was managed locally  <b>10 Apr 2017</b>	 Likelihood	6	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing.	Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	OPM monitoring programme in place, ongoing.	Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing		21-Nov-2016	31-Mar-2018
OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Biosecurity measures are in place across the Division for staff, volunteers and contractors. Ongoing.	Hadyn Robson	21-Nov-2016	31-Mar-2018

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	Current Risk score change indicator
<b>OSD TC 007 Rural Payment Agency Grants</b> 10-Jun-2015 Andy Barnard	<b>Causes:</b> Amendments to EU 'Common Agriculture Policy' legislation/UK interpretation. <b>Event:</b> Reduction in direct grant available from the Rural Payments Agency (RPA) to deliver agricultural/conservation related services across the Division. <b>Impact:</b> Reduction or cessation of agricultural/conservation services. Reduction of income direct and indirect. Reduction/loss of biodiversity (legal implications); reductions in recreational access due to reduction/cessation of grazing activities.	Likelihood  Impact	16	29 March 2017 - update on note of 24 June 2016. The funding gap period has now been identified as 2018-19 <b>29 Mar 2017</b>	Likelihood  Impact	8	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD TC 007 a Monitoring	Seek clarity/advice from RPA on the above Monitor review of latest RPA advice and procedures	Confirm if funding gap to be realised, length and viability of maintaining operations in the interim.			Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 007 b Submissions	Submit forms according to RPA guidance	Ongoing.			Hadyn Robson	21-Nov-2016	31-Mar-2018

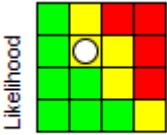
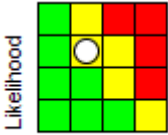

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD TC 005 Climate and Weather</b> 10-Jun-2015 Andy Barnard	<b>Causes:</b> Severe wind events, prolonged precipitation or restricted precipitation. May be Climate change influenced <b>Event:</b> Severe weather/climate impacts at one or more sites <b>Impact:</b> Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of rare/fragile habitats and species.	 Likelihood	12	Monitoring of Met office weather warnings  <b>21 Nov 2016</b>	 Likelihood	8	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 005 a Fire management	Review and update plan Fire management and monitoring policies and plans in place and link to staff training and local emergency services	Site information/resources shared with emergency services. Plan reviewed annually. Ongoing.	Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 005 b Storms	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	Monitoring continues.	Hadyn Robson	21-Nov-2016	31-Mar-2018
OSD TC 005 c Climate change	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue	Hadyn Robson	21-Nov-2016	31-Mar-2018

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	Current Risk score change indicator
<b>OSD TC 001 Health and Safety Failure</b>  09-Jun-2015 Andy Barnard	<b>Causes:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work: inadequate training, failure to implement the results of audits, dynamic risk assessments not undertaken <b>Event:</b> Staff, volunteers or contractors undertake unsafe working practices <b>Impact:</b> Injury or death of staff, contractor, volunteer or member of the public	 Likelihood Impact	6	H&S audit results are being implemented. Sites are becoming more confident in joined-up procedures.  <b>21 Nov 2016</b>	 Likelihood Impact	4	31-Mar-2018	  Decreased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD TC 001 a Appropriate sourcing	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	Ongoing item.			Hadyn Robson; Andy Thwaites	21-Nov-2016	31-Mar-2018
OSD TC 001 b Breaking ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.	Ongoing item			Hadyn Robson	18-Apr-2017	31-Mar-2018
OSD TC 001 c H&S processes	Undertake quarterly reviews of the regular health and safety audits	Ongoing item			Hadyn Robson	18-Apr-2017	31-Mar-2018

	Ensure risk assessments and safe systems of work are up to date. Ongoing				
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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	Current Risk score change indicator
<b>OSD TC 009</b> <b>Glider operations – Kenley Airfield</b>  18-Nov-2016	<b>Causes:</b> Inadequate security measures, safe operating procedures (SOP) by RAF and Surrey Hills Gliding Club (SHGC) to prevent incursions on to airfield by members of the public during flying operations <b>Event:</b> Public incursion on to active airfield <b>Impact:</b> Death, injury, damage to corporate reputation, site closure, potential loss of HLF funding.	 Likelihood Impact	6	A SOP is inactive. Flying continues in absence. CoL officers have raised the risk with RAF and SHGC. RAF and SHGC have been asked for SOP and have agreed actions to ensure safe operations in place forthwith. Operations to be monitored by CoL until SOP is seen to be effective and maintained as such.  <b>18 Nov 2016</b>	 Likelihood Impact	6	31-Mar-2018	  No change

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Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 009 a H&S Actions agreed between RAF, SHGC and CoL		Actions recorded and circulated to all parties  New MOD signage installed and Safety Board meetings active to achieve SOP. Risk level stays the same  29 March 2017			29-Mar-2017	21-Nov-2016
OSD TC 009 b Staff to note if safe operating procedures are in place and are being observed.		Ongoing.			18-Nov-2016	01-Jan-2017
OSD TC 009 c Report any breaches or non-compliance of safe systems		As of implementation of SOP.			18-Nov-2016	01-Jan-2017



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# OSD Parks and Gardens (WHP & CG) Detailed Risk Report

Report Author: Esther Sumner

Generated on: 05 April 2017




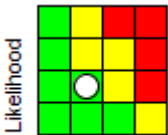

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Code & Title: OSD P&G Parks & Gardens 8

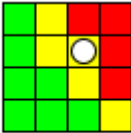
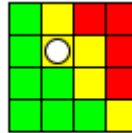

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD P&amp;G 002</b> <b>Maintenance of buildings, memorials, play areas and equipment</b> 25-Nov-2015 Stella Fox; Martin Rodman	<b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues <b>Event:</b> Operational or public buildings, playground equipment and other assets become unusable <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme. Lack of budget to replace.	 Likelihood Impact	12	Assets inspected regularly by OSD and CSD staff (APFM). Budget set aside when available to undertake supported works  <b>16 Nov 2016</b>	 Likelihood Impact	6	01-Aug-2017	  No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD P&G 002 a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	New contractors appointed and in effect from July 2017			Louisa Allen; Lucy Murphy	04-Apr-2017	31-Jul-2017

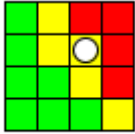
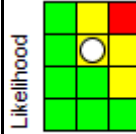

OSD P&G 002 b Annual building inspections	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	All residential lodge inspections at West Ham Park completed October 2016	Louisa Allen; Lucy Murphy	15-Nov- 2016	30-Oct- 2017
OSD P&G 002 c AWP	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed monthly at the P&G client Liaison Meeting	Martin Rodman	04-Apr- 2017	01-Jul- 2017
OSD P&G 002 d Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	SLA between Open Spaces and City surveyors has been signed off and circulated.	Martin Rodman	04-Apr- 2017	31-Jul- 2017
OSD P&G 002 e Memorial Management	Agreement on management of memorials between CSD, OSD and Diocese. Subject to regular inspection regime and topple testing (City Gardens section only).	Bunhill Fields now documented and fully compliant. Schedule of statutory memorial checks and visits to be arranged, undertaken across all City Gardens by Diocese complete. 20 year programme of investment and maintenance of all memorial assets to be agreed. Review annually.  A comprehensive survey of all memorials across City churchyards was completed in Sep 2016	Louisa Allen	04-Apr- 2017	01-Jul- 2017

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	Current Risk score change indicator
<b>OSD P&amp;G 004 Tree Diseases and other pests</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc <b>Event:</b> Sites become infected by plant or tree diseases <b>Impact:</b> Threat to human health, either directly or indirectly. Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance.	 Likelihood Impact	12	Staff trained in pest & disease identification and alerts issued through departmental forum. Annual monitoring of tree stock in accordance with Tree Safety Policy. Departmental biosecurity policy adopted.  <b>16 Nov 2016</b>	 Likelihood Impact	4	01-Apr-2017	  No change

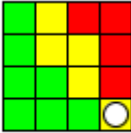
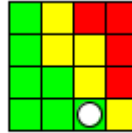
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Some staff have undertaken Lantra tree inspection training at WHP		Louisa Allen; Lucy Murphy	04-Apr-2017	01-Jul-2017
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract	Tree inspections and associated work carried out for 2016 for P&G. Tree contract awarded from July 2017		Louisa Allen; Lucy Murphy	04-Apr-2017	01-Jul-2017
OSD P&G 004 c Emergency alerts	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Email alert used regarding presence of OPM found on 28/3/17 at Epping		Martin Rodman	04-Apr-2017	01-Jul-2017
OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing		Louisa Allen; Lucy Murphy	15-Nov-2016	01-Jul-2017

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	Current Risk score change indicator
<b>OSD P&amp;G 005 Climate and Weather</b> 25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced <b>Event:</b> Severe weather/climate impacts at one or more sites <b>Impact:</b> Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of habitats and species.	 Likelihood	12	Continue to monitor and manage site in accordance with controls stated.  <b>16 Nov 2016</b>	 Likelihood	6	01-Apr-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 005 a Plant species	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	11 trees planted at WHP with 7 different species.	Louisa Allen; Lucy Murphy	04-Apr-2017	01-Jul-2017
OSD P&G 005 b Emergency plan	Review and update plan	Emergency plan document completed with roll out and emergency evacuation exercise scheduled in May. Reference to emergency plan in the tree Risk Assessment	Louisa Allen; Lucy Murphy	04-Apr-2017	31-May-2017
OSD P&G 005 c Monitoring of warning systems	Monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum	WHP closed during storm Doris. No trees fell but several branches. Park closed with severe weather alerts of amber and red with gust of 70mph or more.	Martin Rodman	04-Apr-2017	01-Jul-2017

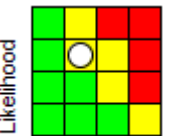


Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD P&amp;G 007</b> <b>Population Increase (residential and worker)</b> 25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Pressure on planning authorities to meet housing targets and needs <b>Event:</b> Population increases and increased worker numbers in Square Mile creating increased pressure on green space and facilities <b>Impact:</b> Increase in visitor numbers causing 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	12	Continuing to monitor visitor numbers. Ground renovation works undertaken spring 2016 to alleviate compaction issues and allow ground to recover the worst affected areas.  <b>16 Nov 2016</b>	 Likelihood	6	01-Apr-2017	  No change

Action no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 007 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.	2016 people counters indicate 1.3 million visits, an increase of 18% since 2012/13, the last full year readings.	Louisa Allen; Lucy Murphy; Martin Rodman	04-Apr-2017	01-Jul-2017

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	Current Risk score change indicator
<b>OSD P&amp;G 008 Major Incident resulting in prolonged 'Access Denial'</b> 09-Jun-2016 Stella Fox; Martin Rodman	<b>Causes:</b> Pandemic; deliberate act of terrorism. <b>Event:</b> Major incident, terrorism.; evacuation of East London; aircraft crash; failure of underground services. <b>Impact:</b> Multiple loss of life; inability to access and manage sites; long-term damage to personnel team, sites, assets and reputation.	Likelihood  Impact	8	Local Authority Civil Contingency Plans; Parks & Gardens Emergency Plan  <b>16 Nov 2016</b>	Likelihood  Impact	4	01-Apr-2017	

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 008 a Emergency Plan	Review and update emergency plan	A review was undertaken in August 2016 and the Emergency Plan was updated accordingly. Next review due August 2017		Martin Rodman	17-Nov-2016	30-Aug-2017
OSD P&G 008 b Resilience Forum	Attendance at Resilience Forum and dissemination of learning therefrom.	Superintendent is Departmental representative.		Martin Rodman	09-Jun-2016	01-Jul-2017
OSD P&G 008 c Training	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	Training undertaken by relevant team members spring/summer 2016 and rolled out through staff meetings. Ongoing action.		Louisa Allen; Lucy Murphy; Martin Rodman	09-Jun-2016	01-Jul-2017

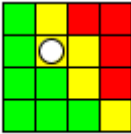
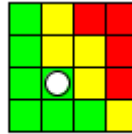



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD P&amp;G 001</b> <b>Increase in Health and Safety incidents/Catastrophic Health &amp; Safety failure</b> 25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. <b>Event:</b> Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. <b>Impact:</b> Injury to staff, volunteer(s), contractor(s) or member of the public. Prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City's reputation.	 Likelihood	6	Biennial Peer Review of Health (due Nov 2016) Contractor Protocol Introduced (April 2015). Vehicle/driver safety currently being reviewed corporately.  <b>16 Nov 2016</b>	 Likelihood	4	31-Mar-2017	  Decreased Risk Score

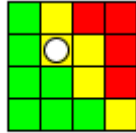
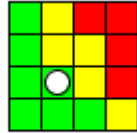

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Question no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 001 a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.	Continued use of Santia reporting system is helping to achieve this culture as it is easier for staff to report any issues and for continuity of investigations and reports	Louisa Allen; Patrick Hegarty; Lucy Murphy	09-Jun-2016	01-Jul-2017
OSD P&G 001 b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	P&G contractor protocol implemented with existing contractors and rolled out to new contractors daily.	Louisa Allen; Patrick Hegarty; Lucy Murphy	04-Apr-2017	01-Jul-2017
OSD P&G 001 c Biennial review of site health and safety by peer review	Net improvement of standards of H&S following biennial validation visits.	Audit validation completed Nov 2016. Audit recommendations to be implemented over the coming months.	Patrick Hegarty	15-Nov-2016	01-Jul-2017
OSD P&G 001	Staff roles linked to essential and desirable training needs.	Training matrix in place for P&G	Louisa Allen;	04-Apr-	01-Jul-

d Training programme	Continual and annual review		Lucy Murphy	2017	2017
OSD P&G 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Departmental Fire Policy and Fire Management plan implemented.	Martin Rodman	04-Apr-2017	01-Jul-2017

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	Current Risk score change indicator
<b>OSD P&amp;G 003 Finance - SBR Roadmap</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues <b>Event:</b> Division is unable to deliver its roadmap programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP <b>Impact:</b> Divisional failure - Alternative savings required that may not best suit culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines. Negative press, reputational damage.	 Likelihood Impact	6	All projects are proceeding according to divisional roadmap. 16/17 savings built into Local Risk Budgets. Further non-roadmap projects identified as security against budget shortfall.  <b>16 Nov 2016</b>	 Likelihood Impact	4	31-Mar-2018	  No change

Risk no, Title	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 003 a Financial management and project planning	Deliver the Programmes and projects that will help achieve SBR savings	Nursery options report produced. Gateway 3 report to be taken to committee in May	Martin Rodman	04-Apr-2017	31-Mar-2018

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	Current Risk score change indicator
<b>OSD P&amp;G 006 Public Behaviour</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. <b>Event:</b> litter, dog fouling, dog attacks, public incursions, anti-social behaviour <b>Impact:</b> Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour	 Likelihood Impact	6	Regular liaison with police and other bodies to assist with incidents in the area e.g. vandalism, burglaries in local areas and break ins at residential and operational properties on site.  <b>16 Nov 2016</b>	 Likelihood Impact	4	01-Apr-2017	  Decreased Risk Score

Action no, Title, Page no	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD P&G 006 Develop and improve joint working	Develop stronger links and become a trusted partner with LBN. New relationships with officers in local authorities need developing	'Park Guard' patrols Bunhill Fields. Working with met police, schools liaison and and SNT's over recent park issues.			Louisa Allen; Lucy Murphy	15-Nov-2016	01-Jul-2017
OSD P&G 006 c Controlling dogs through Dog Control Orders	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	'Park guard' patrols Bunhill Fields			Louisa Allen; Lucy Murphy	15-Nov-2016	01-Jul-2017
OSd P&G 006 d Approach to Anti-social behaviour	Ensure multi-disciplinary approach in place	Ongoing			Louisa Allen; Lucy Murphy	15-Nov-2016	01-Jul-2017
OSD WHP 001 Conflict Management Training	-- enter action details here --	This action is a repetition of P&G 006 a  NLOS delivered a series of training courses in how to manage conflict completed in February 2016 and refresher planned for early 2017				16-Nov-2016	30-Nov-2016



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<b>Committee:</b>	<b>Date:</b>
Open Spaces and City Gardens	12 May 2017
<b>Subject:</b> Draft City Gardens Management Plan 2017-2022	<b>Public</b>
<b>Report of:</b> Superintendent of Parks & Gardens	<b>For Decision</b>

## Summary

This report sets out the background to, and production of, a draft City Gardens Management Plan 2017-2022 (attached at Appendix 1). It sets out the vision, objectives and priorities for the management of the City Gardens section for the next five years and has been prepared by the City Gardens team in consultation with other stakeholder departments.

Members are asked to agree to the draft Management Plan being made available for public consultation.

Following consultation, any proposed changes to the draft text and format will be brought back to Committee for approval and formal adoption.

## Recommendation

Members are asked to:

- Agree the draft text of the City Gardens Management Plan 2017-2022, attached at Appendix 1, and that this be made available for public consultation.

## Main Report

### Background

1. The aim of the City Gardens Management Plan 2017-2022 is to describe the role and function of the City Gardens team in managing City of London Corporation managed open spaces in the Square Mile, which in turn supports the aim of the City of London Open Space Strategy vision:

“The creation of a network of high quality and inspiring open spaces which helps ensure an attractive, healthy, sustainable and socially cohesive place for all the City’s communities and visitors.”

2. The City Gardens team oversees approximately 200 planted areas of City Corporation owned or managed open space within the Square Mile. This includes parks, gardens, churchyards and highway plantings. Approximately 80% of the sites are less than 0.2ha in size.

3. The City of London is a unique and intensively used urban environment. A little over one square mile in size, this densely developed area is one of the world's leading financial, business and maritime centres. Offices make up over 70% of all buildings in the City and on weekdays 454,000 workers, of whom the majority commute from across the South East, join the 8,300 residents of the Square Mile. In addition there are over 11 million visitors to the City each year. As a result green spaces are used intensively during the week and this gives rise to a unique set of challenges for their effective and sustainable management. In order to guide the vision, objectives and priorities for these spaces, a draft Management Plan has been prepared by the City Gardens team.
4. Over the last 26 years the City Gardens team has continued to be successful in regional and national campaigns such as the Royal Horticultural Society's Britain in Bloom, London in Bloom and Green Flag. External judges, recruited nationally, visit the City each year to assess the gardens against the RHS criteria. The City Gardens Management Plan provides additional evidence and information on how the gardens are managed. Improvements recommended in the judges' feedback over the past five years have been incorporated into the action plan, subject to funding constraints.
5. Over the past five years the City Surveyor, via the Building and Repairs Maintenance Budget, has spent £107,892. Work has included repairing and restoring railings, paving and other infrastructure contained within City Gardens.
6. Over the same period the City Gardens team has also delivered a range of volunteer opportunities together with the Friends of City Gardens, who were established in 2013. The Friends Group has not only increased the number and diversity of volunteer engagement and activities but has enabled the section to deliver activities to school children and further develop City in Bloom.
7. A diverse programme of events activities has also taken place attracting workers, residents, families and school children. An events policy was introduced in 2015 to encourage wider participation and income for the section. Events have included: the annual Open Garden Squares Weekend in June attracting over 6,000 people; an open air film screening; an annual programme of walks and talks delivered by both the City Gardens guides and the City Gardens team; a City Centre exhibition attracting over 40,000 people in 2016; and small wedding and birthday celebrations. All have been well attended by local people and workers with positive feedback.

### **Current Position**

8. The preparation of the draft Management Plan has provided an opportunity to review and build upon the previous 2011-2016 Management Plan, setting out how the City Gardens will be managed and the projects that are proposed for the next five year period.



9. The draft Management Plan incorporates three action plans that contribute towards the Green Flag Award criteria, the benchmark national standard for publicly accessible parks and green spaces in the United Kingdom. These are:

**Action Plan 1: Horticulture and open space management**

- A welcoming place – creating spaces where people are invited into a cared-for environment.
- Healthy, safe and secure – understanding users' needs for safe-to-use facilities and activities.
- Well maintained and clean – ensure issues of cleanliness, maintenance and litter management are addressed.

**Action Plan 2: Environmental responsibility**

- Environmental management – ensure that environmental impacts are managed and energy, resource and waste are minimised.
- Biodiversity, landscape and heritage – ensure appropriate management of conservation and natural features, wildlife, landscape, buildings and structures.

**Action Plan 3: Community involvement and communication**

- Community Involvement – understanding the needs of the community, involving them in the decision making process and providing opportunities for active participation.
- Marketing and communication – understanding who the main user groups are and using appropriate interpretation to communicate with them.

10. As well as explaining how the City Gardens will be managed in the future, the draft Management Plan provides information on progress made as a result of the previous Management Plan 2011-2016. Using the criteria outlined in paragraph 9 as headings, a table has been produced showing a summary of objectives and activities that have been achieved.

11. Key internal stakeholders have been consulted throughout the preparation of the draft Management Plan. In order to ensure the plan is robust, it now needs to be consulted on more widely.

**Proposals**

12. It is proposed that stakeholder consultation takes place during the months of May and June 2017, with the aim of collating and incorporating comments and reporting back to your Committee in July 2017, with a proposed final draft for adoption.
13. Consultation will be undertaken to ensure stakeholder involvement and will include:

- City of London Members;
- Other City of London key stakeholder departments;
- Garden users, through an 'advertising campaign' on noticeboards, email newsletters and through the extensive database of contacts that have expressed interest in the City Gardens over many years (held by the City Gardens section)
- Hard copies of the draft plan deposited at the City libraries;
- Contacts within neighbouring boroughs;
- On-line through the City Gardens website.

## **Corporate & Strategic Implications**

14. The production of a draft Management Plan with the aim of improving how we care for, and manage, our open spaces contributes to the City's Corporate Plan 2015-19, notably under Key Policy Priority KPP5: Developing and improving the physical environment around our key cultural attractions; and providing safe, secure, and accessible Open Spaces.

## **Implications**

15. Many associated actions will be funded by the City Gardens Local Risk budget, currently £1,014,000 per annum. The City Surveyor's Department will continue to restore and repair railings, pathways and memorials from the centrally funded Additional Works Programme and the Building Repairs and Maintenance budgets.
16. A number of activities and actions will be supported and delivered in partnership with the Friends of City Gardens and other stakeholders at no cost.
17. The draft Management Plan recognises the challenges faced by the City in the current fluctuating financial climate and seeks to address these in a realistic way. It recognises that Open Spaces revenue budgets are fully committed and consequently improvements can only occur if new and innovative ways of securing finance are explored, including through S106 planning obligations, the Community Infrastructure Levy and other funding streams.

## **Conclusion**

18. The production of a revised City Gardens Management Plan has helped identify a wide range of information on the day to day operations as well as policy guidance in key areas, and a clear vision for the City Gardens for the next five years and beyond.
19. The completion and adoption of a comprehensive City Gardens Management Plan will be an important milestone in the ongoing development and improvement of the City's green spaces. The consultation process will ensure colleagues and the community will have an opportunity to influence the final plan.

## **Appendices**

- Appendix 1 - Draft City Gardens Management Plan 2017-2022

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# City Gardens Draft Management Plan 2017-2022

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## 1.0 Introduction

### 1.1 Why do we need a Management Plan?

The aim of the City Gardens Management Plan 2017-2022 is to describe the role and function of the City Gardens team in managing City of London Corporation open spaces in the Square Mile.

The aim of the Management Plan is to support the City of London Open Space Strategy vision:

**"The creation of a network of high quality and inspiring open spaces which helps ensure an attractive, healthy and sustainable and socially cohesive place for all the City's communities and visitors."**

### 1.2 The City of London

The City of London is both a unique and an intense urban environment. A little over one square mile in size, this densely developed area is one of the world's leading financial, business and maritime centres. Offices make up over 70% of all buildings in the City and on weekdays 454,000 workers (Source: BRES 2015) of whom the majority commute from across the south-east, join the 8,300 (Source GLA, 2015) or so residents of the Square Mile. Visitors experience the City's rich history through key attractions such as St Paul's Cathedral, with an estimated 10.34 million visitors to the City of London in 2015 (Source: Facts of Tourism report 2015)

The City of London oversees approximately 376 open spaces, totalling 32 hectares of both private and City of London Corporation managed open spaces within the City itself. This includes parks, gardens, churchyards and plazas. Approximately 80% of the sites are less than 0.2%ha in size.

In order to guide the vision, objectives and priorities for the City of London Corporation managed open spaces in the Square Mile a Management Plan has been prepared by the City Gardens team.

## **2.0 Local policy**

### **2.1 City of London Local Policy: Local Plan 2015**

The City of London Local Plan sets out the City Corporation's vision, strategy, objectives and policies for planning in the City of London. It sets out the vision for shaping the Square Mile and contains the policies which guide planning decisions.

### **2.2 Open Space Strategy**

The City of London Open Space Strategy, which was adopted as a Supplementary Planning Document in January 2015, sets out the principles to help improve the quality, management and accessibility of the open spaces of the Square Mile. The strategy comprises of ten strategic objectives, with the City Gardens team contributing in terms of day-to-day management and planned improvement to City Corporation managed open spaces as well as informing the design, construction and implementation of new open spaces.

### **2.3 Open Spaces Audit**

A comprehensive audit of all open spaces owned and managed by the City Corporation and private landowners is carried out by the Department of the Built Environment every five years. The audit report provides details of the distribution and characteristics of the open spaces defined in the City of London Local Plan's Key City Places.

## **3.0 Open Spaces Department**

The Open Spaces Department is responsible for the management of around 4,500 hectares in Greater London and south-east England, as well as Tower Bridge and The Monument. City Gardens together with The City of London Cemetery and Crematorium operate as local authority functions whereas the other spaces are managed through eight charitable trusts.

### **Open Spaces Business Plan 2016-19**

The Open Spaces Business Plan strategic vision is to:

'Preserve and protect our world-class green spaces for the benefit of our local communities and the environment'

Our department values are:

**Quality:** Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation.

**Inclusion:** Involve communities and partners in developing a sense of place through the care and management of our sites.

**Environment:** Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations.

**Promotion:** Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living.

**People:** Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance.

Our departmental objectives are:

**OSD1:** Protect and conserve the ecology, biodiversity and heritage of our sites.

**OSD2:** Embed financial sustainability across our activities by delivering identified programmes and projects.

**OSD3:** Enrich the lives of Londoners by providing high quality and engaging educational and volunteering opportunities.

**OSD4:** Improve the health and wellbeing of the community through access to green space and recreation.

## **4.0 City Gardens, Open Spaces Department**

The City Gardens team is responsible for tree and green space management for around 200 sites in the Square Mile including parks, gardens, churchyards, plazas and highway planting. The City Gardens team is also responsible for Bunhill Fields Burial Ground just outside the City boundary in the London Borough of Islington.

The City Garden Team is overseen by the Superintendent of Parks & Gardens, who is responsible for City Gardens and West Ham Park. The City Gardens Manager has management and budget responsibility for the City of London Corporation managed open spaces in the Square Mile. The City Gardens Manager is supported by a Supervisor and five staff providing technical, operational and administrative support. The City is divided into four operational areas, each with its own Team Leader and team of Gardeners and Assistant Gardeners.

## **4.1 Governance**

The Open Spaces and City Gardens Committee is the overarching policy and strategic body in relation to the activities of the City Corporation's Open Spaces Department. It is also responsible for the day-to-day management of those gardens, churchyards and green spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground.

## **4.2 How are the open spaces managed by City Gardens funded?**

The open spaces managed by City Gardens in the Square Mile are funded by the City Fund. This Fund meets the cost of the City of London's local authority, police authority and port health authority activities. In addition, in common with other local authorities, it receives grants from central government, a share of business rates income and the proceeds of the local council tax.

Bunhill Fields Burial Ground, located in the London Borough of Islington, is funded by City's Cash. This is an endowment fund built up over the last eight centuries. Its incomes are derived mainly from property, supplemented by investment earnings, and the fund is now used to finance activities mainly for the benefit of London as a whole but also of relevance nationwide. The majority of the Open Spaces Department's open spaces outside the Square Mile are charitable trusts and are funded by the City's Cash at no cost to the public.

## **5.0 What do we maintain?**

### **5.1 Gardens**

Often offering the full package when it comes to what is seen as a 'green space', our parks and gardens provide areas of serenity in the Square Mile. These sites have historically been laid out as formal gardens and may include footpaths, lawns, trees, seasonal bedding, shrub and herbaceous planting and water features. Some sites are enclosed with railings and gates and are locked at dusk, whilst others form part of the open public realm. Many of these sites have been historically acquired under City Corporation title as Public Open Space or are managed under the Open Spaces Act 1906 'for the enjoyment of the public as open space and for no other purpose'.

### **5.2 Churchyards**

Active, with a church onsite, or disused

City Gardens is responsible for soft landscaping maintenance of nearly 40 churchyards within the Square Mile. Approximately half of these are on a site where a church still exists, whilst others are the remnants of churches either destroyed and not rebuilt after the Great Fire of London in 1666 or bomb-damaged during World War II. Churchyards in the City first became open spaces, and were laid out as public gardens as a result of a series of Burial Acts passed in the 1850s, which led to the closure of the City's churchyards to burials. Many of the City's churchyards are in the ownership of the local parish or Diocese of London and are maintained by the City Corporation. The amenity value of churchyards varies greatly, with some now more closely associated with a traditional park or garden. Churchyards provide an important historic context to the City of London, which should be balanced with their use and enjoyment as open spaces.

### **5.3 Highway Planting**

Highway planting covers all landscaping that is not identified by the City Gardens team as a park, garden or churchyard. It includes fixed or mobile planters and planted beds. City Gardens provide the horticultural maintenance of these sites, with other City Corporation departments providing other services such as cleansing. These spaces are maintained under Section 41 of the Highways Act 1980 which gives the power to maintain planted areas and street furniture on the public highway. These soft landscape elements make an important contribution towards providing a high-quality public realm. Highway and street tree planting provide important connectivity of green spaces and green infrastructure in the urban landscape.

### **5.4 Bunhill Fields Burial Ground**

Bunhill Fields Burial Ground is a 1.6 hectare, Grade I listed public open space located in the London Borough of Islington. It has been managed by the City of London Corporation since 1867, when the Bunhill Fields Burial Ground Act ensured its role as an open space for the public to enjoy in perpetuity.

The site has a long history as a burial ground, having been used as such since the 1600's, but is most widely known for its Nonconformist connections dating from the 18th and 19th Centuries. Many of its inhabitants are well-known figures from British history, including Bunyan, Defoe, Blake and members of the Cromwell family. Over 123,000 people have been interred at Bunhill Fields, but following extensive bomb damage during the Second World War only 2,333 memorials can be seen today. 75 of the tombs have been individually listed.

Due to the site's historic significance a Conservation Management Plan was prepared in 2006. This document brings together research from a number of sources on the site's history which details the site's significance and present-day usage, to ensure it is managed appropriately in the future. A separate five-year management plan also details the vision, priorities and objectives that guide day-to-day management and operations.

### **5.5 Historic significance**

The parks, gardens, churchyards and public realm contribute not only to the modern streetscape but also to the rich historic environment, with open spaces providing the setting for conservation areas, listed buildings, ancient monuments, above-ground archaeology and other historic assets. The City Corporation was responsible for the creation of many new open spaces and planting of trees throughout the City in the post-war period.

The City Gardens team is responsible for the maintenance of three sites that feature on the Historic England 'Register of Historic Parks and Gardens of specific historic interest in England', which identifies sites of particular historic significance.

The special historic interest of the churchyards is frequently recognised through listing, scheduling and other designations. The City of London Churchyard Statements of Significance project, carried out by the City's Historic Environment Team, provides a detail of their character and significance and forms a useful evidence base. Planning permission, scheduled monument consent or other consents may be required for work in churchyards and open spaces.

The City Gardens team acknowledges the historic value of these urban spaces and will contribute towards their preservation and enhancement.

## 6.0 What do our users think?

Each year the City Gardens team along with other divisions within the Open Spaces Department conduct a 'snapshot survey' which is a quantitative based survey designed to gain an indication of user satisfaction at City Gardens managed sites in the City of London. The aim of the survey is to gain an understanding of what we are doing well and where we need to improve. The survey asks respondents to indicate which specific site they have visited, the date, and the reasons why, length of visit, how they rate the various features and optional information regarding age, gender and ethnicity. The criteria for the survey is derived from the key criteria of the Green Flag Award assessment which is a national award scheme that recognises and rewards the best green spaces in the UK. It also provides the opportunity for respondents to provide any additional comments and to give feedback on any events which may have been taking place on the day.

### **Key facts from City Gardens Snapshot Survey 2016-17**

86% of respondents rated the garden they visited as 'good' or 'very good' (Total respondents: 76)

51% of respondents stated they were City workers, 25% residents and 31% a visitors. (Total respondents: 72)

47% of respondents were aged 20 - 44 (Total respondents: 61)

64% of respondents arrived at the garden between 12 noon and 2pm. (Total respondents: 68)

46% of respondents stated their visit was for 'peace and quiet', 36% visited to enjoy their 'lunch break' and 25% visited for 'walking'. (Total respondents: 66)

In addition to the 'Snapshot Survey', which contributes towards an Open Spaces Business Plan performance indicator, the City Garden team also commissions a more extensive Customer Satisfaction Survey of users and non-users. The survey is an important way of gaining a greater understanding of our customers and informs future design and management of our open spaces.

A 'You Said, We Did' page will be created on the City Gardens webpages to demonstrate how we have responded to suggested improvements and equally explain why something might not be possible. This demonstrates the value of completing the survey to individuals.

## 7.0 Challenges

The Open Space Strategy identifies a number of recurring key issues that must be addressed in all open space creation and improvement schemes in order to ensure sustainable open spaces. The City Gardens team will contribute towards addressing these challenges as well as identifying key issues that are specific to the team.

Challenges for the City Gardens team include an aging workforce and ensuing green space skills throughout the team are developed. This is in addition to ensuring that the long term maintenance costs of new open spaces are acknowledged and sources of funding agreed at an early stage. The anticipated increase in the daytime population of the City and increased pressure on open spaces bring their own challenges, including general and smoking-related litter.

To invest in the future of young people in the horticultural industry and to ensuring a sustainable workforce for the future the Open Spaces Department is supporting The City of London Apprenticeship Programme. This will help address the age imbalance within the team as well as sharing the skills and knowledge of our open spaces and maintenance that exist within the team.

## 8.0 Action Plans

To deliver and achieve the vision of the management plan three action plans have been developed. To achieve this vision we recognise the importance of working towards an agreed national standard for good practice in the management of parks and open spaces. As a result we have developed three action plans that contribute towards the Green Flag Award criteria, the benchmark national standard for publicly accessible parks and green spaces in the United Kingdom:

### **Action Plan 1: Horticulture and open space management**

Green Flag Award criteria:  
Section 1: A welcoming place  
Section 2: Healthy, safe and secure  
Section 3: Well maintained and clean

### **Action Plan 2: Environmental responsibility**

Green Flag Award criteria:  
Section 4: Environmental management  
Section 5: Biodiversity, landscape and heritage

### **Action Plan 3: Community involvement and communication**

Green Flag Award criteria:

Section 6: Community Involvement

Section 7: Marketing and communication

## **9.0 Action Plan 1: Horticulture and open space management**

Grounds maintenance operations are key to the City Gardens team's provision of high-quality and safe open spaces for public use. In line with good horticultural practice an annual horticultural calendar has been developed to inform day to day operations and forward planning. Where required, a grounds maintenance specification is produced to support a service level agreement to maintain other City of London Corporation owned land outside the immediate remit of the City Gardens team, such as the Barbican Estate.

### **9.1 Delivering new and improved open spaces**

The City Corporation is developing 16 Area Enhancement Strategies aimed at improving the streets and public spaces in the Square Mile.

The City Public Realm Technical Manual SPD July 2016 sets out the City Corporation's vision for the public realm including the main principles for controlling change and informing street enhancement schemes and provides general guidance for street works to ensure there is consistency of form and quality.

### **Environmental responsibility**

### **9.2 Waste**

The Waste Strategy 2013-2020 – planning a sustainable future for the City of London, details how the City of London will deal with its waste.

The City Gardens team is responsible for the cleansing and litter collection of many sites, typically those enclosed with railings and gates. The Department of the Built Environment oversees the contractor that carries out this function on Highways sites, with the City Gardens team maintaining the landscape elements only.

The litter collected in our gardens is classed as household waste and therefore counts towards the waste-reduction and recycling objectives of the Waste Strategy.

City Gardens are responsible for waste produced as a result of maintenance or project work, which is classed as commercial waste. All green waste is recycled. The City Gardens team is committed to continuing to work with the Department of the Built Environment colleagues to find solutions to the challenge of separating out recyclable material from litter collections.



### **9.3 Tree Inspections and maintenance**

The City Gardens team manages approximately 1400 trees within our parks, gardens and churchyards as well as street trees within the Square Mile.

Trees managed by the City Gardens team are inspected by an independent arboriculture surveyor. The inspection regime is influenced by both the age of the tree and the species. All City Gardens managed trees are inspected at least every four years. Tree's categorised as 'mature' are inspected annually. As a result of increased Massaria, a disease that affects London Plane trees, these species are inspected three times a year, which may result in further aerial inspections. All trees, their associated details and record of maintenance are recorded on a GIS-based tree management software, Arbortrack. Following the surveyor's inspection a schedule of works is agreed for the appointed arboricultural contractor to carry out. The City Garden team also liaises with relevant borough officers for tree management outside the Square Mile at City Gardens managed sites such as Bunhill Fields Burial Ground.

Service Level Agreements may also be in place for inspections and works on other City of London Corporation owned or managed sites.

### **9.4 Tree Strategy**

The City of London Tree Strategy, prepared by the Department of the Built Environment, provides advice and guidance on the role and importance of trees in the Square Mile. The aim of this Strategy is to increase the number of trees in the City and ensure that all trees are safeguarded and planted in accordance with sound arboricultural practices, whilst taking account of their contribution to amenity and the urban landscape. Part 1, Supplementary Planning Document (SPD), is the policy framework which includes the strategy itself and objectives. Part 2 provides evidence and practical guidance including tree species, tree pits and irrigation.

### **9.5 Biodiversity**

The City Gardens team is responsible for the City of London Biodiversity Action Plan (BAP). The BAP provides a framework to ensure all legislative requirements relating to the management of green spaces are taken into consideration at all times and both identifies and priorities actions for biodiversity at a local level. The City of London Biodiversity Action Plan 2016-2020 covers the open spaces, habitats and species in the City of London only, regardless of management or ownership.

The aim of the BAP is to produce a set of objectives and actions to assist members of the City of London Biodiversity Action Plan (BAP) Partnership Group and the wider community in delivering strategically planned biodiversity networks for both the City and Greater London, taking into consideration both local and national priorities.

The BAP will be delivered under the following themes:

- **Open space and habitat management**  
Aim: to protect and enhance habitats and species in the City of London
- **The built environment**  
Aim: to improve green infrastructure in the built environment
- **Education and community engagement**  
Aim: to promote a greater understanding of the City's biodiversity
- **Data collection, surveys and monitoring**  
Aim: to improve monitoring and data on biodiversity in the City of London

Although the BAP covers both City Corporation and privately-managed sites, the majority of the objectives include The City Gardens team as the Lead Partner with the assistance of other City Corporation departments and resident's and community groups. The City Gardens team is also responsible for the maintenance of 10 of the 13 Sites of Importance for Nature Conservation (SINCs) in the Square Mile, plus Bunhill Fields Burial Ground. As a result, all the objectives relating to biodiversity will be delivered as part of the BAP, including the development of individual site management plans where identified.

## **9.6 Health and Safety**

Health and safety practices and procedures are integral to the day-to-day operations of the City Gardens team, the safety of those who visit our sites and the protection and infrastructure of the gardens. Our approach to health and safety is informed by the City of London Corporation Health and Safety Policy and relevant legislation. Actions to ensure a safe working environment include induction and training for staff, provision of personal protective equipment (PPE) and accident and incident reporting and investigation.

Site and/or operational specific risk assessments and method statements are held for all tasks and operations to ensure the safety of staff, members of the public, volunteers and infrastructure. A series of daily, weekly, monthly, quarterly and annual inspections are scheduled and reviewed to ensure compliance with legislation and ensure a safe environment for staff and visitors to our spaces.

## **9.7 City Gardens Working Safely Manual**

The City Gardens Working Safely Manual is used to make staff aware of their responsibilities with regard to health and safety as prescribed by the City Gardens Health and Safety Policy. The policy provides a summary of responsibilities for all staff and an overview of the system in place for City Gardens.

## **9.8 Parks and Gardens Contractor Protocol**

A Parks and Gardens Contractor Protocol has been produced for the use and management of all external contractors that work at West Ham Park and City Gardens managed sites. The code contains information concerning working practices and requirements expected of all contractors to ensure the safety of staff, contractors and members of the public.

## **10.0 Action Plan 3: Community involvement and communication**

### **10.1 City Gardens Events Policy**

The City Gardens Events Policy, approved by the Open Spaces and City Gardens Committee in April 2015, was developed to provide guidance to City Corporation officers and individuals, groups and businesses when proposing to hold small-scale outdoor events at some of the City's most unique and historic sites. The policy provides a mechanism to evaluate requests while protecting residents and visitors and ensuring open space infrastructure is protected. A fees and charges structure was developed to ensure administrative costs were accounted for when processing applications and if successful, licensing the events.

The policy acknowledges community groups that support the work of City Gardens and are often also involved in the maintenance, interpretation, development and enjoyment of the City's open spaces. The City Gardens team will continue to host and support events which have a wide range of positive benefits to the community

The City has a number of different garden user groups who help oversee the maintenance, development and enjoyment of our gardens. These volunteer groups hold a number of events throughout the year and, in recognition of the invaluable role played hire fees are not charged for such events.

### **10.2 Health and Wellbeing**

The City of London's Health and Wellbeing Board exists to improve the health and wellbeing of the communities within the City of London and to reduce health inequalities across the Square Mile. The Joint Health and Wellbeing Strategy agrees what are the most important issues for the local community based on evidence, what can be done to address them and what outcomes are intended to be achieved. The City has populations with different health needs and mental health issues which include residents, City workers and rough sleepers.

## **Priorities – Priority 2: a healthy urban environment**

The Health and Wellbeing Strategy identifies that a well-designed public realm with high-quality green open space will encourage physical exercise, improve mental health and increase biodiversity.

A consultation exercise revealed that residents and workers in the Square Mile lack green and community space and space to exercise, which came up repeatedly as a health and wellbeing issue. Green spaces can play a role in promoting healthy lifestyles, reducing stress and preventing illness and can also help with social inclusion by providing a space to socialise.

An initiative called Smoke Free Gardens, a voluntary smoking ban in three of our gardens with play provision where more vulnerable people congregate, has been successfully introduced since 2015.

The City Gardens team supports the Joint Health and Wellbeing Strategy and will support the work the City of London's Health and Wellbeing Board in achieving their vision of working in partnership to achieve longer, happier, healthier lives in the City of London.

### **10.3 How do we recognise our achievements and those of others?**

The City Gardens team understands the importance of both achieving quality green spaces for the City community and recognising the contribution and successes of others.

London in Bloom is a regional campaign that celebrates the efforts of boroughs, communities, businesses and individuals to make London a greener place to live and work in and visit. Each year the City Gardens team enters the City of London in the relevant category as well as individual sites. Each year London in Bloom nominates entries for the Royal Horticultural Society's (RHS) UK Finals, for which the City of London has been nominated previously for its consistently high standards.

'It's Your Neighbourhood' is aimed at the growing number of entries at a community level. The assessment provides a criteria focus on community participation, environmental responsibility and gardening achievement. The assessors provide constructive feedback to those involved.

At a local level the achievements of those based in the City are recognised by City in Bloom, our local In Bloom campaign organised by the Friends of City Gardens. Members of the City Gardens team are also judges for London in Bloom and the Green Flag Awards in support of the green space industry not only in London but across the UK.

The judging criteria for London in Bloom focus on horticultural achievement. Environmental responsibility and community participation are also key components.

## 10.4 Engaging with the City community through volunteering

The parks, gardens, churchyards and built environment of the Square Mile provide opportunities for volunteers to contribute towards the careful management and understanding of open spaces.

The reach of volunteering within the community to support our open spaces and objectives within City Gardens extends beyond the boundaries of spaces across the Square Mile as a whole and extends to the City fringes. Volunteers' personal interests and activities can often extend beyond those available within our open spaces into the communities where they live and work, which contribute towards diverse and rewarding volunteer opportunities across the City.

The City Gardens team both encourages and supports individuals, residents and community groups across the Square Mile that both directly and indirectly support our aims and objectives and have a positive impact on our open spaces, the surrounding environment and the community.

The 'Vision for Volunteering' describes what a positive and productive culture of volunteering looks like for the Open Spaces Department. The vision has been developed by the Learning Team who are delivering the department-wide learning programme. A Volunteer Strategy has also been developed which will inform actions by the City Gardens team to support the vision.

### Related Plans and Strategies

Visit the City: visitor strategy and action plan for the City of London 2013-17  
CoL Corporate Plan  
The Local Plan  
Open Spaces Strategy  
Tree Strategy Parts 1 & 2  
Open Spaces Business Plan  
City Public Realm Technical Manual SPD July 2016  
City Gardens Working Safely Manual  
OSD Vision for Volunteering  
OSD Volunteer Strategy  
Joint Health and Wellbeing Strategy – City of London Corporation 2017/18 – 20-20/21  
City of London Tree Strategy Part 1 – Supplementary Planning Document 2012  
City of London Tree Strategy Part 2 2012  
BFBG Conservation Management Plan  
BFBG Management Plan  
Open Space Strategy (January 2015); Tree Strategy (May 2012)

## **Appendix**

Churchyards are usually managed and maintained on behalf of the Diocese of London under powers granted by one of the following Acts of Parliament:

- Open Spaces Act 1906 - Section 9 grants local authorities the power to maintain any Open Space or Burial Ground at their own cost.
- City of London (Various Powers) Act 1952
- The Burial Act 1855
- Disused Burial Grounds Act 1884

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**Table 1 - Action Plan 1: Horticulture and open space management**

Action No	Action	Lead Partner	Link to OSBP	Start/end Date
HOSM1.1	Reinstate Finsbury Circus Gardens.	CoL OSD	OSD1	2018
HOSM1.2	Deliver the Churchyard Enhancement Programme.	CoL OSD	OSD4	2016 and on going
HOSM1.3	Retain Green Flag Award and Green Heritage Site Accreditation for Bunhill Fields Burial Ground.	CoL OSD	OSD1	2017 and annually
HOSM1.4	Support London in Bloom by entering the City of London as a main entry plus additional parks and churchyards. Achieve Silver-Gilt as a minimum award for main entry.	CoL OSD	OSD1	2017 and annually
HOSM1.5	Develop quality standards and indicator tool kit as a benchmark for maintenance of City Gardens managed open spaces.	CoL OSD	OSD1	2018
HOSM1.6	Improve as a minimum one green space annually using either, and or S106, CiL, City Fund and/or or sponsorship funding. Specific sites to be identified.	CoL OSD	OSD1	2017 and annually
HOSM1.7	Achieve an increase in City Corporation owned trees by 5% outlined in the City of London Tree Strategy SPD 2012 by 2019.	CoL OSD	OSD1	2019

**Table 2 - Action Plan 2: Environmental responsibility (includes sustainability, biodiversity and heritage)**

Action No	Action	Lead Partner	Contributing Partner	Start/end Date
ER2.1	Review and tender the City Gardens fleet for renewal in 2020 incorporating clean emission and sustainability features.	CoL OSD	DBE	2018-2019
ER2.2	Monitor, deliver and report on the City of London Biodiversity Action Plan 2016-2020.	CoL OSD	OSD1	Annually to 2020
ER2.3	Review and agree how the City of London Corporation's duties and commitments to biodiversity should be delivered following the new publication of the Mayor of London's Environment Strategy published in late 2017.	CoL OSD	OSD1	2018
ER2.4	Commission review of Sites of Importance for Nature Conservation in the City of London. Reviewed sites to be adopted via the City of London Local Plan.	CoL OSD	OSD1	2020-2022



**Table 3 - Action Plan 3: Communication and community involvement**

Action No	Action	Lead Partner	Link to OSBP	Start/end Date
CCI3.1	Prepare and submit 'Parks for People' Heritage Lottery Fund application for Bunhill Fields Burial Ground	CoL OSD	OSD1 OSD2	2017-2019
CCI3.2	Create and enable increased opportunities for 'supported' and 'unsupported' volunteering.	CoL OSD	OSD3	2017
CCI3.3	Produce a CityGardens volunteering policy and manual to support volunteering.	CoL OSD	OSD3	2017-18
CCI3.4	Review and produce an annual Communications Plan for the City Gardens team.	CoL OSD		Annually March
CCI3.5	Review and update the City Gardens Map for printed and web based use.	CoL OSD	OSD3	2018
CCI3.6	Review, design and install information and interpretation signage across City Gardens.	CoL OSD/CPR	OSD1	2018-2020
CCI3.7	Create a sponsorship policy to encourage partnerships and funding for City Gardens.	CoL OSD	OSD2	2019
CCI3.8	Review and revise the City Gardens Events Policy annually to ensure compliance, management and pricing are in line with Open Spaces policies and other London boroughs.	CoL OSD	OSD1 OSD 2	Annually April

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