



## West Ham Park Committee

**Date:** FRIDAY, 12 MAY 2017

**Time:** 12.15 pm

**Venue:** COMMITTEE ROOMS - SECOND FLOOR WEST WING, GUILDHALL

**Members:** Alderman Ian Luder  
Wendy Mead (Chief Commoner)  
Alderman Robert Howard  
Barbara Newman  
Graeme Smith  
Michael Welbank  
Justin Meath-Baker  
Robert Cazenove  
Catherine Bickmore  
Richard Gurney  
Councillor Bryan Collier MBE  
Councillor Joy Laguda MBE  
Jeremy Simons  
The Rev. Stennett Kirby  
Oliver Sells QC  
Deputy John Tomlinson

**Enquiries:** Natasha Dogra 0207 332 1434  
natasha.dogra@cityoflondon.gov.uk

**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**

1. **APOLOGIES**

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

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

To receive the Order of the Court of Common Council dated 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 - 6)

7. **RESOLUTION OF THE POLICY & RESOURCES COMMITTEE**

The Committee are invited to receive the resolution.

**For Information**  
(Pages 7 - 8)

8. **SUPERINTENDENT'S UPDATE**

Report of the Superintendent.

**For Information**  
(Pages 9 - 12)

9. **OPEN SPACES BUSINESS PLAN**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 13 - 28)

10. **WEST HAM PARK RISK MANAGEMENT**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 29 - 54)

11. **BRINGING COMMUNITIES TOGETHER EVENT PROPOSAL**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 55 - 70)

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

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

14. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Non-public Agenda**

15. **WEST HAM PARK NURSERY PROJECT**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 71 - 86)

16. **LICENCING OF WEST HAM PARK FOOD CONCESSIONS 2017-2019**

Report of the Director of Open Spaces.

**For Information**  
(Pages 87 - 92)

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

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

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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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## **WEST HAM PARK 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 membership to be the same as the Open Spaces & City Gardens Committee.
- plus the following:-
  - four representatives nominated by the Heirs-at-Law of the late John Gurney
  - one representative nominated by the Parish of West Ham
  - two representatives nominated by the London Borough of Newham

### 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, and:-

Four representatives appointed by the heirs-at-law of the late John Gurney:-

- Catherine Bickmore
- Robert Cazenove (Heir-at-Law)
- Richard Gurney
- Justin Meath-Baker

One representative appointed by the incumbent or priest, for the time being, in charge of the present benefice of West Ham:-

- The Revd. Stennett Kirby

Two representatives appointed by the London Borough of Newham

- Councillor Joy Laguda, M.B.E.
- Councillor Bryan Collier, M.B.E.

### 4. **Terms of Reference**

To:-

- (a) have regard to the overall policy laid down by the Open Spaces & City Gardens Committee;
- (b) be responsible for the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of conveyance of the Park by John Gurney, Esq. to the City of London Corporation dated 20th July 1874 and in accordance with the Licence in Mortmain dated 22nd May 1874 and the management of a Nursery;
- (c) authorise the institution of any criminal or civil proceedings arising out of the exercise of its functions.
- (d) express views or make recommendations to the Open Spaces and City Gardens Committee for that Committee's allocation of grants which relate to West Ham Park.

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## **WEST HAM PARK COMMITTEE** **Monday, 5 December 2016**

Minutes of the meeting of the West Ham Park Committee held at Committee Rooms  
- Second Floor West Wing, Guildhall on Monday, 5 December 2016 at 1.45 pm

### **Present**

#### **Members:**

Graeme Smith (Chairman)  
Alderman Ian Luder (Deputy Chairman)  
Wendy Mead  
Barbara Newman  
Michael Welbank (Chief Commoner)  
Robert Cazenove (Ex-Officio Member)  
Catherine Bickmore (Ex-Officio Member)  
Richard Gurney (Ex-Officio Member)  
Councillor Joy Laguda MBE (Ex-Officio Member)  
The Rev. Stennett Kirby (Ex-Officio Member)  
Alderman Robert Howard  
Deputy John Barker  
Jeremy Simons

#### **Officers:**

Alistair MacLellan	- 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 Parks & Gardens
Lucy Murphy	- West Ham Park Manager
Esther Sumner	- Open Spaces Business Manager

#### **1. APOLOGIES**

Apologies were received from Justin Meath-Baker and Councillor Bryan Collier.

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

Councillor Joy Laguda declared a non-pecuniary interest in Item 4 (Superintendent's Update) as a Member of the Rotary Club, Newham.

#### **3. MINUTES**

The minutes of the meeting held on 18 July 2016 were approved as a correct record.

#### **Matters Arising**

##### **Revenue Outturn 2015/16**

The Director of Open Spaces noted that the proposed carry-forward was not approved by the Finance Committee.

4. **SUPERINTENDENT'S UPDATE**

Members considered an update report of the Superintendent of Parks and Gardens and the following issues were discussed.

**Fatality in the Park**

The West Ham Park Manager briefed Members on the discovery of a man's body in the park on 1 December. The Park had been closed whilst the incident was investigated by Police.

**Christmas Tree Unveiling**

The Park's Christmas Tree had been unveiled at an event on 2 December.

**Stargazing**

A stargazing event scheduled for 2 December had been cancelled due to cloud cover.

**Pine Trees**

In response to a question from a Member regarding the removal and replanting of pine trees from the western edge of the tennis courts, the Superintendent replied that the trees were young enough to be replanted elsewhere in the Park without being adversely affected.

**Football**

In response to a question from a Member, the Park Manager replied that reduced demand for football was the result of a combination of less formal football training in the Park and a new pricing structure. The Park remained the venue for two league teams.

**Management Plan**

In response to a question from a Member, the Park Manager confirmed that comments from the Green Flag and Green Heritage judged would be factored into the 2017 iteration of the Park Management Plan.

5. **WEST HAM PARK NURSERY - PROJECT UPDATE REPORT**

Members considered a report of the Director of Open Spaces on the West Ham Park Nursery Project. Members noted that Justin Meath-Baker and Catherine Bickmore would join the proposed Options Review Group. Councillor Joy Laguda noted that both her and her colleague Councillor Bryan Collier would share the place for a Newham councillor on the Group.

**RESOLVED**, that

- The progress made on the project to date be noted,
- An Options Review Group to consider the options appraisal be convened,
- Justin Meath-Baker and Catherine Bickmore be nominated to the Group to represent the heir-at-law of the late John Gurney,
- Councillor Joy Laguda and Councillor Bryan Collier be nominated to the Group to represent the London Borough of Newham.

6. **BATS IN TREES POLICY**

Members considered a report of the Director of Open Spaces on a Bats in Trees Policy and the following comments were made.

- The Superintendent confirmed that the Open Spaces Department employed a bat ecologist.
- The policy was restricted to bats in trees as this was within the remit of the Open Spaces Department. It did not cover bats in buildings within the Park as these fell within the remit of the City Surveyor's Department.
- A qualified bat handler was not based at the Park itself but was on call from the wider North London Open Spaces Team.

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

Members considered a report of the Director of Open Spaces on risk management across Open Spaces, City Gardens and West Ham Park.

**RESOLVED**, that

- The Parks and Gardens Risk Register within the report be approved.

8. **FEES AND CHARGES 2017/18**

Members considered a report of the Superintendent of Parks and Gardens on Fees and Charges 2017/18. In response to concerns from Members that there was a lack of consistency in comparisons with other sites, and provision for particular groups such as young people, older people, and the disabled, the Park Manager assured Members that officers would adopt a case-by-case approach to charging to ensure fair access.

**RESOLVED**, that

- The proposed schedule of charges for sports facilities in West Ham Park be approved for the 2017/18 financial year.

9. **REVENUE & CAPITAL BUDGETS - 2016/17 & 2017/18**

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

In response to a question from a Member regarding business priorities, the Park Manager confirmed that health and wellbeing was promoted through literature in local doctor's surgeries and libraries. Moreover, health and wellbeing featured on the wider Open Spaces Department Business Plan.

**RESOLVED**, that

- The provisional 2017/18 revenue budget be approved for submission to the Finance Committee.

- The Chamberlain be authorised to revise the budgets, in consultation with the Director of Open Spaces, to allow for any implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes in excess would be reported back to the Committee.
- If specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).

**10. WEST HAM PARK TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016**

Members received a report of the Chamberlain on the West Ham Park Trustees' Annual Report and Financial Statement for the Year Ended 31 March 2016. In response to a comment from a Member, the Chamberlain agreed that reference to historic parkland could be included within the Report.

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

There were no questions.

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

There was no other business.

**The meeting ended at 2.30 pm**

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Chairman

**Contact Officer: Natasha Dogra**  
**natasha.dogra@cityoflondon.gov.uk**

TO: **WEST HAM PARK 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(s):</b>		<b>Date(s):</b>
West Ham Park	- For Information	12 May 2017
<b>Subject:</b> Superintendents Update		<b>Public</b>
<b>Report of:</b> Superintendent of Parks and Gardens		<b>For Information</b>
<b>Summary</b>  This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since December 2016  <b>Recommendation(s)</b>  Members are asked to: <ul style="list-style-type: none"><li>• Note the report</li></ul>		

## Main Report

### **Budget**

1. Outturn for 2016/17 is still being finalised however it is anticipated that West Ham Park will show a slight overspend against budget (circa £5,000 or 0.7%). West Ham Park Nursery is also expected to show an over spend (circa £4,000 or 6.5%). Final figures will be confirmed in the Budget outturn report which is expected to be brought to this committee in July.

### **Personnel**

2. The Park currently has a full complement of staff. The summer casual position in the ornamental gardens has also been filled. This member of staff will support the team from April to July.

### **Property Matters**

3. Separate update reports are being brought to the committee regarding the Nursery project and Food Concession licences.
4. Park Primary sole access gate. The Park Manager met with the London Borough of Newham's (LBN) Highways department regarding their enhancement scheme for Ham Park Road. The additional gate entrance for Park Primary school was discussed, however as the information requested by this committee was not provided and approval for the gate not granted they

were advised that this part of the scheme could not go ahead. Other safety improvements are being implemented such as a raised table pelican crossing from the school gate to the park side of the pavement along with re-surfacing of all footways. The entrances to the park were also discussed and LBN have agreed to re-instate the cobbled entrance ways (these have been tarmacked over in recent years). The two gates on Ham Park road are the original Victorian gates; it was felt that cobbled entrance would be more fitting and reflect their historical significance.

## **Community, Volunteering, Outreach and events**

5. Wild East Project: The Wild East tricycle sessions are now fully integrated into the event schedule of the park, and since March there has been an increase in participation, with West Ham Park sessions averaging around 35-40 participants per session. Currently there are 15 regular volunteers involved in supporting the project and there has been an increasing amount of interest in volunteering from people who live close to the park. The feedback from the sessions has been overwhelmingly positive.
6. Green Space Friendly (GSF) schools: Since January the GSF officer has worked with 10 local primary schools to deliver lessons in West Ham Park, a total of 1286 children have come to the park for outdoor sessions. The GSF officer has been working more closely with three schools to embed outdoor learning across the whole curriculum, as detailed below.
  - a. Every child from years 1-6 in Elmhurst School has attended an outdoor maths trail in West Ham Park's ornamental gardens, a total of over 700 children. These maths sessions were very popular with staff and children and we are now planning a reception maths trail as well. Another whole school 'escape to the park' is planned for Elmhurst in June, these sessions will cover a number of subjects in the primary curriculum.
  - b. Park Primary have attended sessions on physics, orienteering, geography and we have an ongoing bi-weekly Forest School session for a group of SEN children, we are now planning a whole school WW2 trail for children to learn about how the park changed during the War.
  - c. We have supported West Ham Church School with the training of a Forest School lead teacher and children have attended bulb planting sessions in the orchard in West Ham Park. More sessions are planned for the summer term.
7. Friends of West Ham Park: The friends have lead various events over the spring including two bird walks in January to help to support the RSPB's Big Garden bird watch, in spite of the rain 14 people took part over the weekend with the walks. Star Gazing events continue to be very popular, on the 4<sup>th</sup> January 38 people attended and on 2<sup>nd</sup> February 30 local people came to listen to our local expert. Additional bird walks were held on the 1<sup>st</sup> and 2<sup>nd</sup> April. Dry and bright weather encouraged more local people to attend with 40 people taking part over the weekend. One of the friends attended Hornchurch

wildlife group to talk about the wildlife habitats in the park and raise awareness of the work that the friends do in the local area with very positive feedback being received.

8. The group are also taking a more active involvement in the maintenance of the wildlife gardens in the park. To date a 'Spring Clean' of the garden took place on the 4<sup>th</sup> March with volunteers helping to carry out repairs to the pond, rejuvenate the bug hotel, mulch paths, remove weeds and cut back overhanging branches. The friends have also committed to

## **Operational activities**

9. The park has completed a number of improvement projects in the park over the spring including the planting of 11 trees, the installation of native hedging around the tennis courts and gym equipment area, securing funding from Tesco 'Bags of help' scheme to purchase 3 new pieces of Gym equipment which have been installed, the creation of a new wildflower meadow at the rear of 2 Linden cottage and the completion of a Beth Chatto inspired 'dry garden' in the ornamental gardens. A new walks trail for the ornamental gardens has also been created. The new walk uses QR codes which park visitors can 'scan' on their mobile phones to open webpages with information about the tree or park location and photographs being displayed. The entrance signs to the garden will be updated to support this.
10. Tennis activity in the park continues to increase. Over the 2016/17 year a total of 2824 hours of tennis was played on the courts, this exceeded our business plan target of 2475. The tennis coaches have been successful in securing funding from the Lawn Tennis Association's (LTA) Pay Tennis fund to deliver sessions for 12-15 year olds in the park. The coaches aim is to create a fun, social environment to attract 56, 12 to 15-year-olds to improve their tennis skills at the Park over an 8 week period between May and June.
11. Cricket: The new cricket season has started with three adult cricket clubs (CC) using the grass cricket square: Bow Rovers CC (two teams one playing on a Saturday and the other Sunday), Amez CC and Star CC. A licence agreement has been signed with West Ham and Stratford junior team. This aims to help promote and support youth cricket in the park and aims to grow the participation on site from 182 hours per year to 280 hours per year.

## **Appendices**

- None

### **Lucy Murphy**

West Ham Park Manager

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T: 020 8475 7104

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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>
West Ham Park	12 May 2017
<b>Subject:</b> West Ham Park 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 West Ham Park Committee with an update on the management of risks faced by the Open Spaces Department and the West Ham Park & City Gardens Division in particular. 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).

### 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

West Ham Park is a registered charity (charity number 206948). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

## Recommendation

Members are asked to:

- Note the risk scoring grid at Appendix 1
- Note the Departmental risk register outlined in this report and at Appendix 2
- Approve the Parks and Gardens risk register included within Appendix 3 subject to the concurrence of the Open Spaces & 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 West Ham Park & City Gardens divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.

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

5. 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)
6. The detail of the individual risks is shown in Appendix 3. There are eight amber risks.

### **Corporate & Strategic Implications**

7. The divisional risk register reflects the Open Spaces Department's five objectives as set out in the departmental business plan:
  - Protect and conserve the ecology, biodiversity and heritage of our sites

- Embed financial stability across our activities by delivering identified programmes and projects
  - Enrich experiences by providing a high quality and engaging visitor, educational and volunteering offer
  - Improving the health and wellbeing of our communities through access to green space and recreation
  - Improve service efficiencies, equalities and workforce satisfaction
8. 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**

9. 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 – West Ham Park & City Gardens Divisional Risk Register

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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			
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	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



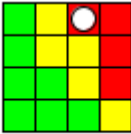
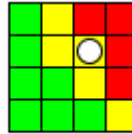

Rows are sorted by Risk Score

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

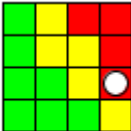


Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Pests and Diseases 10-Mar-2015 Colin Buttery	<p><b>Causes:</b> Inadequate biosecurity; 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>	 Likelihood	16 Impact	Pests and diseases continue to be a concern due to the spread of OPM and the presence of ramorum.  <b>10 Apr 2017</b>	 Likelihood	6 Impact	31-Mar-2019	 Increased Risk Score

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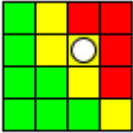
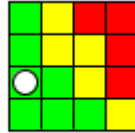

OSD 005 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 007 OSD EF 008 OSD NLOS 004 OSD P&G 004 OSD TC 004	Measures to address Ramorum are being taken at Epping Forest. This is being delivered locally and monitored by their local risk registers.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	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

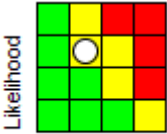
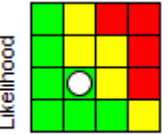

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD 006 d Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 010 OSD P&G 007 OSD TC 002 OSD NLOS 011	Officers continue to monitor this divisionally.		Andy Barnard; 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	<b>16</b>  Impact	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	<b>8</b>  Impact	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
OSD 2 a Divisional delivery of risk actions	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 Parks and Gardens (WHP & CG) Detailed Risk Report

Report Author: Esther Sumner

Generated on: 05 April 2017




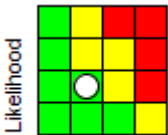

Rows are sorted by Risk Score

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

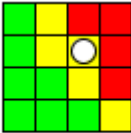
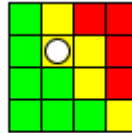

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Stella 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  16 Nov 2016	 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

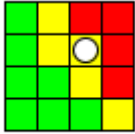
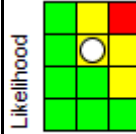

OSD P&G 002 b Annual building inspections	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	All residential lodge inspections at West Ham Park completed October 2016	Louisa Allen; Lucy Murphy	15-Nov- 2016	30-Oct- 2017
OSD P&G 002 c 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

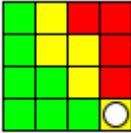
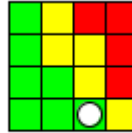
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Some staff have undertaken Lantra tree inspection training at WHP		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

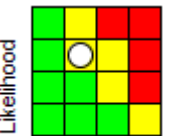


Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD P&amp;G 007</b> <b>Population Increase (residential and worker)</b> 25-Nov-2015 Stella 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,	Description	Latest Note		Managed By	Latest Note Date	Due Date
<b>OSD P&amp;G 007</b> <b>Local authorities Local Plans and Core Strategies</b> Page 47	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 Impact	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 Impact	4	31-Mar-2017	  Decreased Risk Score

Risk no, Title, Creation date, Owner	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	<b>6</b>  <b>Impact</b>	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	<b>4</b>  <b>Impact</b>	31-Mar-2018	  No change

Section 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, Date	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>Nt Committee(s):</b>	<b>Date(s):</b>
West Ham Park Committee - For decision	12 May 2017
<b>Subject:</b> Bringing Communities Together Event Proposal	<b>Public</b>
<b>Report of</b> Superintendent of Parks and Gardens	<b>For Decision</b>
<p style="text-align: center;"><b>Summary</b></p> <p>West Ham Park has received a proposal from HAFS academy, the outreach department of a local Islamic faith school to hold an event in the park on Saturday 29<sup>th</sup> and Sunday 30<sup>th</sup> July 2017 entitled 'Bringing Communities Together'. The event aims to create and strengthen positive relationships within local communities by bringing people together to enjoy fairground rides, cultural foods, arts and craft exhibitions whilst providing free health checks and wellbeing advice stalls.</p> <p>The event meets many of the City's Corporate and Strategic objectives however it will be the first time that an event of this nature and scale has been held in the park. The organisers have taken steps to mitigate the risks associated with holding an event of this size and nature as detailed in the report and have met with the Park Manager to discuss a suitable location within the park for the event.</p> <p><b>Recommendation(s)</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Approve the proposal</li> <li>• Delegate authority to the Superintendent to finalise details of the event, event fee (including deposit and reinstatement), cancellation policy and pricing structure for fairground rides, food and other items to be sold by stall holders.</li> </ul>	

## Main Report

### **Background**

1. West Ham Park organises a number of small events in order to promote the use of the park, engage with the local community and be of benefit to them. During 2016 these included music on the bandstand, bat walks, stargazing evenings, nature themed events such as tree walks and 'Newham's biggest leaf pile' with the Friends of West Ham Park. Individuals and communities also apply for permission to hold small events such as community picnics, fun runs and sports days throughout the year.

2. Events have been well attended with walks and talks attracting 20 – 50 people. Previous events have had minimal impact on the park or its infrastructure and received positive feedback from the local community.
3. The Open Spaces department is currently writing an events policy and has been consulting with local user groups to obtain their views. The policy will assist officers when deciding what events to authorise in order to create a sustainable and varied programme whilst ensuring the protection of residents, visitors and green spaces infrastructure from any negative impacts that events may cause. Once the departmental policy is in place, a local West Ham Park policy will then be developed to offer guidance in relation to the number, size and nature of events that can be held in the park. In the absence of these documents your Committee's decision is being sought over a medium scale event proposal that has been received from HAFS Academy.
4. HAFS Academy is an Islamic faith school located in Maryland, close to the Park. The outreach team are a separate department of the school. Their aim is to promote mutual respect, tolerance and community cohesion. They held an Eid Street Fair in the City of Westminster in July 2016 in partnership with Padding development trust and Vital Regeneration. A brochure produced by the academy detailing their outreach work is attached at Appendix 1.
5. West Ham Park lies at the heart of a diverse community. 147 languages are spoken in the London Borough of Newham (LBN). According to the LBN's 2017 statistics the majority of residents in the borough are either Christian (40%) or Muslim (32%) with a small proportion Hindu (8.8%) and Sikh (2.1%). The borough contains a relatively high percentage of younger people with 25% under 18 years old and a median age of 30.

### **Current Position**

6. In 2016 the park held a 'Give it a Go' festival on the 17 July. The event promoted different sporting activities that the local community could come and try at no cost. The event was run in conjunction with other partners such as the Lawn Tennis Association and West Ham Park Cricket Club. 'Pop up' food concessions and music on the bandstand also contributed to a festival atmosphere which saw visitor numbers reach 9,554 visits throughout the day (this compares with an average Sunday visit figure of 7,138 in 2016 and 4,353 in 2015). The event was well received with positive comments fed back from users on the day and the Friends group following the event.

### **Proposals**

7. HAFS Academy would like to hold a 'Bringing Communities Together' event in the park on Saturday 29th and Sunday 30th of July. Working with other external partners they propose to erect:
  - a. 16 fairground rides provided by Irvin Leisure
  - b. 3-5 food stalls offering food from different local cultures,



- c. a maximum of 35 community stalls: including free health checks, no smoking & healthy eating advisory stalls and
  - d. 20 commodity stalls including henna artists, arts and craft stalls, face painting etc
- 8. The aim of the event will be to celebrate, share and enjoy a fun day with the community regardless of faith or nationality. This will be achieved by a range of activities for all age groups such as fairground rides, cultural foods, arts, exhibitions, information and advice being available to visitors.
- 9. They anticipate that an additional 450 people will attend the event (at any one time) and will manage this with the support of paid staff, volunteers, security staff and trained first aiders. Additional facilities in the form of portable toilets will also be arranged by the event organisers.
- 10. The proposed location for the event is in the south west corner of the park. The stalls and fairground rides would border the main path that leads from South Gate north towards the picnic area. This would ensure that footfall for the stalls is contained to the main path. The location of the other food stalls and fairground rides would be in the approximate locations shown on the map (see Appendix 2), however exact details would be agreed with the Park Manager on site to ensure that the root protection areas of the trees are maintained (as defined in BS5837:2012 Trees in relation to design, demolition and construction recommendations).
- 11. This area has been suggested as, on busy summer days, the main concentration of park visitors are found in the south east and north east corners of the park where the ornamental gardens, playground and toilet facilities are found. By holding the event in the south west corner it will avoid placing more pressure on this already well used eastern side of the park. Operationally the south gate entrance is one of the largest in the park and the main carriageway the widest, with tree canopies pruned to allow larger HGV vehicles to access the park. The use of this entrance and path way for the fairground rides will therefore have minimal impact on trees and ground compaction issues in comparison to using other areas of the park
- 12. The fairground rides will be placed on the mown grassland area avoiding the sports pitches, running track, wildflower meadows and bulb areas. An indemnity form will be signed by the organisers who will be responsible for paying for any reparation works required following the event. With careful planning it is thought that this should be restricted to re-seeding or turfing of damaged or worn grassland areas. A cancellation policy will be agreed with the organisers in case the weather on the event day gives cause for concern, e.g. high winds. The cancellation policy will also include a clause allowing the

park to cancel the event should ground conditions be too soft to allow for the setup of the large fairground rides.

13. The event organisers propose to set up the event on Friday 28th July and would plan on removing many of the smaller stalls on Sunday 30th July with the larger stalls and fairground rides moved off site on Monday 31st July. In total the HAFs team would need access to the park over a four day period.

### **Corporate & Strategic Implications**

14. This event would support the City's Core Values of
  - a. CV1 The best of the old with the new – celebrating the traditional London fairground and linking to the Victorian heritage of the park while celebrating and supporting the rich cultural mix of the current population demographic.
  - b. CV3 Working in partnership – through working with HAFS academy the park would be able to facilitate an event which current staffing resources and budgets would not permit us to do otherwise.
15. The cultural and leisure aspects of the event would also support SA3, KPP2, KPP4, KPP5 of the City's Corporate Plan.
16. From an Open Spaces perspective the event will support the objectives of the new business plan by;
  - a. Enriching experiences by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities.
  - b. Improving the health and wellbeing of the community through access to green space and recreation

### **Implications**

17. **Financial implications:** HAFS academy will supply all equipment, portable facilities etc at their own cost. A one off fee will be charged to HAFS academy for use of the park. While West Ham Park staff time will be kept to a minimum, officer support will be required in the planning of the event, with further keeper time required to marshal vehicles and deliveries on and off site. It is anticipated that the fee will be in the region of £3,000 with an additional 25% deposit for expected reparation costs. A breakdown of these costs is shown in the table 1.

Table 1: Breakdown of event fees

Role	Days	Equivalent hours	Grade	Hourly pay including on costs	Fee	Comment
Park Manager	1	7	F	51.27	£ 358.92	Supporting preparation and set up
Support Officer	1	7	C	33.92	£ 237.46	Support in preparation and set up
Team Leader	2	24	C	30.12	£ 722.80	Overseeing event days
Keeper	2	24	B	24.36	£ 584.70	Overseeing event days
Parkland hire fee					£ 1,200.00	
Total					£ 3,103.87	
<b>Negotiated fee</b>					<b>£ 3,000.00</b>	<b>Fee rounded down</b>
<b>Deposit - 25%</b>					<b>£ 750.00</b>	

18. The event will be free to attend by local people; however there would be charges for food and fairground rides etc. These would be agreed by the Superintendent prior to the event to ensure that they are accessible to local people.
19. **Key risks:** HAFS academy have met with the Park Manager and completed an events application form detailing how they will mitigate the risk involved in organising an event of this scale. These include
  - a. Security: 15 SIA Cleared Security Team will be based on site throughout the event during the day time. Irvin Leisure will also provide 4 security personnel overnight.
  - b. Informing LBN and emergency services: The organisers have submitted an application for a Temporary Event Notice with the LBN. Initial discussions have taken place with the LBN and the Police who have not raised any concerns.
  - c. First Aid: 15 first aid certificated staff will be present during the event
  - d. Food Hygiene: All food stalls will be required to have Public Liability Insurance and have passed a minimum of Food Hygiene Certificate Level 2
  - e. Health and Safety: Risk Assessments, Safe Systems of Work and an Emergency Action Plan Procedure will be reviewed by the Park Manager prior to the event taking place.

## Conclusion

20. The HAFS Academy event provides West Ham Park with an opportunity to host an event that will bring all the cultural groups that make up the local community together to celebrate a weekend of fun, fairground rides, cultural food, arts and crafts exhibitions as well as wellbeing information. The event plan outlines how they will manage the event to minimise risk and mitigate damage to the Park's landscape.

21. The Park will benefit by being able to host a community event that it does not currently have the budget or staff resource to arrange itself. The event is likely to attract new users to West Ham Park and increase the Park's profile in the local area.

## **Appendices**

- Appendix 1 – HAFS Academy Outreach work booklet
- Appendix 2 – Map showing the proposed set up of the 'Brining Communities Together' event

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# Hafs Academy OUTREACH WORK



*“All creatures are the household of God; the most beloved of creation to God is the one who is most caring towards His household.”*

## Hafs Academy Outreach Work

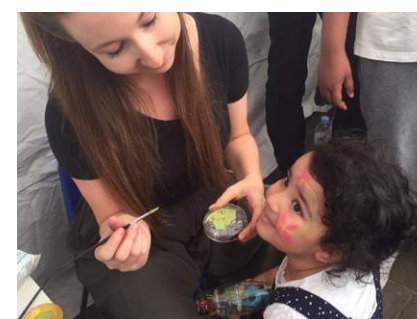
Hafs Academy is proud to be committed to its outreach work for the purpose of community cohesion. The Prophet Muhammad (peace and blessings be upon him) strived for such causes his entire life, and among his teachings on this are the words:

*“All creatures are the household of God; the most beloved of creation to God is the one who is most caring towards His household.”*

Hafs Academy is not just an Islamic faith school but a spiritual, social, community and educational hub. At Hafs Academy we view engagement with the local and wider community as vitally important, regardless of race, religion or gender. Here are some of the outreach projects we have carried out so far:

### Bring Communities Together

An Eid Street Fair in Church Street in the borough of City of Westminster. Over several thousands of people attended the Eid Street Fair on Sunday 17th July 2016. The event was organised by Hafs Academy in partnership with Paddington Development Trust and Vital Regeneration.





## Islamic Exhibition

An Islamic Exhibition was held in the Urban Room, a community hub in the borough of City of Westminster, after the dreadful Paris attacks in 2015. This exhibition gave an insight into the Muslim faith and was aimed at countering the discourse of fear, hate and social discord spawned by acts of terrorism and extremism of every type. Primarily it was to provide a platform to make the true voice of Islam heard and to educate the wider community on how we can all live and interact together whatever our faith and culture. Several hundreds of people attended throughout the day of different backgrounds. Volunteers from the local community helped and supported the event in welcoming people, conducting guided tours, distributing books and flyers about mainstream Islam, as well as sharing food and drink. People were very grateful and felt at ease to ask questions in regards to Islam and extremism.



## Food Drive/Bank

Hafs Academy is delighted to work in partnership with North Paddington Food Bank located in WECH on Harrow Road in the borough of City of Westminster. Everyday people in the UK go hungry for reasons ranging from redundancy to receiving an unexpected bill on a low income. In Westminster, an increasing number of people are experiencing difficulty in paying for their basic needs, leaving many struggling to afford food. This is a dire situation, especially if one is supporting a family. Hafs Academy regularly collects food donations from the Muslim community which is then distributed every Wednesday in WECH (Walterton & Elgin Community Homes) to the vulnerable people in our community.



## Life Behind Bars

In recent years the number of Muslim prisoners has increased dramatically. Ministry of Justice figures shows a rise from 6,571 in 2004 to 12,255 a decade later, meaning that Muslims now account for almost 15 percent of all inmates, whereas the Muslim population in UK according to 2011 census is 4.5 % of the total population. Hafs Academy acknowledges the importance of a three-pronged approach to address this dire situation:

- **Preventative:** To try to stop people ending up behind bars in the first place. Religious and community organisations can and must play a role in this alongside local service via education, social support, and targeted programmes.
- **Rehabilitation:** To engage and work with those already in the prison system and help these individuals make the transition to becoming law-abiding citizens.
- **Resettlement:** To provide support outside of the prison walls to try and break their cycle of re-offending.
- Hafs Academy organised a seminar to over 50 youths on 'life behind bars', where we invited an ex-prisoner and a member of staff from HMP Wormwood Scrubs. The ex-prisoner spoke in moving detail about the impact going to prison had on his life as well as his family, while the member of staff described the realities of prison life. This seminar was indeed an eye opener for the youth and was greatly appreciated by parents and the local authority.





## Community Pioneers

An event to which we invited community leaders and influential people such as local councillors, police, policy makers and our MP, primarily to express our gratitude for their constant help and support, and to provide an insight into our outreach work.



## School Visits

Hafs Academy believes it is important to work closely with local schools. Therefore, we arranged meetings with local primary and secondary schools to discuss working in partnerships. For example, have work with King Solomon Academy, ranked amongst the 10 best performing schools in UK, to discuss the avenues for both institutions to work together for the benefit of the children in our care. King Solomon Academy Management Team visited our site during operational hours and were very impressed with our services. Our Imam Kabir Uddin MBE was recently invited to deliver an assembly at the school.



## Helping the Victims of Flood

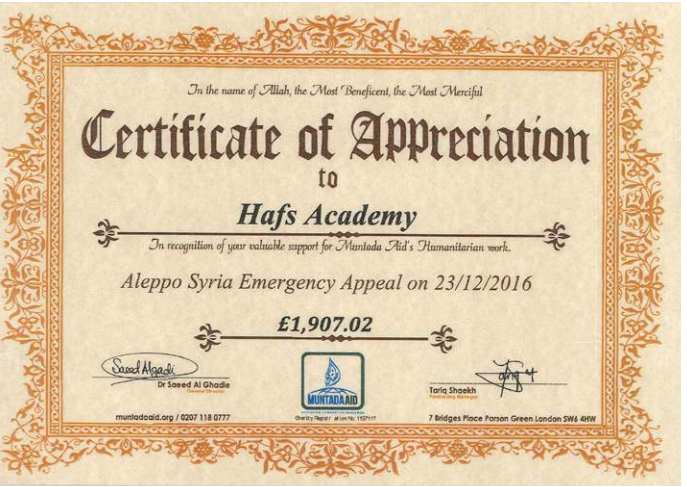
The winter of 2015/2016 saw extreme flooding in many parts of Yorkshire during which hundreds of people had to be evacuated from their homes. Hafs Academy was able to quickly fundraise several thousand pounds and visit some of the worst-affected areas with dozens of volunteers to distribute food and essential supplies and help in the clean-up process.





International Aid

Hafs Academy has been active in fundraising for a number of major international relief efforts following natural and manmade disasters. Through the support of our local community, we were able to help and support victims around the world irrespective of faith via reliable and trusted charities.



Across Faiths

Hafs Academy organised an interfaith event in partnership with Paddington Development Trust in the Church of St Mary Magdalene. This included the screening of much-acclaimed documentary The Imam and the Pastor on the rivalry between Nigeria's Christian and Muslim communities and two men of different faiths who came together to bridge the conflict. This moving and hopeful story of grassroots peace building was a wonderful platform to bring together the local Christian and Muslim communities and facilitate conversation and sharing. The event was well-attended with even a contingent of Sixth Form students and was very uplifting for all present.





### Karate Kids

We facilitate free weekly karate sessions for children from the age of 5 to 10. Pro-activeness is essential for all. These sessions are aimed to encourage children to stay fit & healthy.



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**Camden branch**

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Appendix 2:

Map showing the proposed set up of the 'Brining Communities Together' event



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