



## Open Spaces and City Gardens

**Date:** MONDAY, 9 DECEMBER 2019

**Time:** 11.30 am

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

**Members:** Oliver Sells QC (Chairman)  
Graeme Doshi-Smith (Deputy Chairman)  
Alderman Ian Luder  
Wendy Mead  
Barbara Newman  
Jeremy Simons  
Deputy John Tomlinson  
Deputy Philip Woodhouse (Ex-Officio Member)  
Karina Dostalova (Ex-Officio Member)  
Anne Fairweather (Ex-Officio Member)  
Caroline Haines

**Enquiries:** Richard Holt  
Richard.Holt@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

N.B. part of this meeting may be subject to audio-visual recording

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
  2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
  3. **MINUTES**  
To agree the minutes of the previous meeting of the Open Spaces and City Gardens Committee on 14 October 2019.  

**For Decision**  
(Pages 1 - 4)
  4. **THE CITY OF LONDON CORPORATION'S DRAFT SPORT AND PHYSICAL ACTIVITY STRATEGY FOR 2020-25**  
Report of the Town Clerk.  

**For Information**  
(Pages 5 - 28)
- Open Spaces**
5. **OPEN SPACES DEPARTMENT RISK REGISTER**  
Report of the Director of Open Spaces.  

**For Decision**  
(Pages 29 - 58)
  6. **DEPARTMENTAL BUSINESS PLAN 2019/20 - SIX MONTH PERFORMANCE UPDATE: APRIL TO SEPT 2019**  
Report of the Director of Open Spaces.  

**For Information**  
(Pages 59 - 66)
- City Gardens**
7. **CITY GARDENS UPDATE**  
Report of the Director of Open Spaces.  

**For Information**  
(Pages 67 - 70)
  8. **SENATOR HOUSE GARDEN**  
Report of the Director of Open Spaces.  

**For Decision**  
(Pages 71 - 90)

9. **2020/21 EVENTS FEES AND CHARGES - CITY GARDENS**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 91 - 96)

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

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

**Part 2 - Non-Public Agenda**

12. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting of the Open Spaces and City Gardens Committee 14 October 2019.

**For Decision**  
(Pages 97 - 100)

14. **DEBT ARREARS - INVOICED INCOME FOR PERIOD ENDING 31 MARCH 2019**

Joint report of the Chamberlain and Director of Open Spaces.

**For Information**  
(Pages 101 - 108)

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

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

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## OPEN SPACES AND CITY GARDENS Monday, 14 October 2019

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 14 October 2019 at 11.30 am

### Present

#### Members:

Oliver Sells QC (Chairman)  
Graeme Doshi-Smith (Deputy Chairman)  
Alderman Ian Luder  
Wendy Mead  
Jeremy Simons  
Deputy John Tomlinson  
Caroline Haines

#### In attendance:

Verderer Joanna Thomas  
Catherine Bickmore

#### Officers:

Richard Holt	- Town Clerk's Department
Carl Locsin	- Town Clerk's Department
Alison Elam	- Group Accountant, Chamberlain's Department
Mark Eyre	- Senior Principal Surveyor, City Surveyor's Department
Mark Lowman	- City Surveyor's Department
Edward Wood	- Comptroller and City Solicitor's Department
Colin BATTERY	- Director of Open Spaces
Martin Rodman	- Superintendent, Parks & Gardens
Abigail Tinkler	- Head of Learning, Open Spaces Department
Jake Tibbetts	- City Gardens Manager, Open Spaces Department
Gerry Kiefer	- Business Manager, Open Spaces Department
Madhur Gurjar	- Project Manager, Open Spaces Department

#### 1. APOLOGIES

Apologies were received from Barbara Newman.

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

There were no declarations received.

3. **MINUTES**

The Committee considered the public minutes and non-public summary of the meeting of the Open Spaces & City Gardens Committee held on the 15<sup>th</sup> of July 2019.

**RESOLVED-** That the public minutes and non-public summary of the Open Spaces & City Gardens Committee on the 15<sup>th</sup> of July 2019 be approved as an accurate record.

4. **BREXIT UPDATE**

The Director of Open Spaces provided Members with a summary of the impact of the Brexit process on the City of London Corporation's Open Spaces Department. The Director of Open Spaces confirmed that the Department had established contingency plans to mitigate issues related to the Brexit processes including securing funding from the Department of Environment, Food & Rural Affairs' Countryside Stewardship Scheme in relation to Epping Forest.

**RESOLVED-** That the update be noted.

5. **THREE YEAR REVIEW OF THE OPEN SPACES DEPARTMENT'S 'GREEN SPACES, LEARNING PLACES' PROGRAMME**

The Committee received a report of the Director of Open Spaces regarding the Three-year review of the Open Spaces Department's 'Green Spaces, Learning Places' programme. Members commented that the Learning programme was of vital importance to the Open Spaces department and endorsed the continued funding of similar educational schemes. Following comments made by Members of the Committee the Chairman agreed that more should be done to publicise the educational work undertaken by the Open Spaces Department.

**RESOLVED-** That the report be noted.

6. **SUPERINTENDENT'S UPDATE**

The Committee received a report of the Director of Open Spaces which provided an update on the management and operational activities across the City Gardens section since July 2019.

The Chairman commended the City Gardens section on receipt of the Gold London in Bloom award and observed that more should be done to publicise the similar successes of the Open Spaces Department.

**RESOLVED-** That the report be noted.

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

There were no questions received in the public session

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

The Committee considered a late joint report of the Director of Innovation & Growth, Director of the Built Environment and Director of Open Spaces relating to the Climate Action Briefing Implementation. The Director of Open Spaces introduced the report and outlined the intention of the three directors to combine resources to more effectively tackle carbon emissions and increase resilience to changed weather patterns. In addition, the Director highlighted the importance of Open Spaces Department to this work through carbon offsetting and noted the City's target of achieving carbon neutrality by 2030.

A Member of the Committee noted that the Scope 3 emissions would be the most challenging for the City of London Corporation to combat and stated that an increased importance on sustainability would be needed for construction within the City of London.

**RESOLVED-** That: -

- I. The robust approach taken and current position of developing a Climate Action Strategy for both the Square Mile and the City of London Corporation be noted; and
- II. That the reprioritisation of 2019-20 Open Spaces (£75,000) budget to cover the costs of the consultancy support required to deliver the Climate Action Briefing be approved.

10. **EXCLUSION OF THE PUBLIC**

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

11. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the meeting of the Open Spaces & City Gardens Committee held on the 15<sup>th</sup> of July 2019.

**RESOLVED-** That the non-public minutes of the Open Spaces & City Gardens Committee on the 15<sup>th</sup> of July 2019 be approved as an accurate record.

12. **FINSBURY CIRCUS GARDEN REINSTATEMENT**

The Committee considered a report of the City Surveyor on the Finsbury Circus Garden Reinstatement.

**RESOLVED-** That the report be agreed.

13. **RENNIE GARDEN**

The Committee considered a report of the City Surveyor on Rennie Gardens.

**RESOLVED-** That the report be agreed as amended by the Committee.

14. **REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk on action taken meetings of the Committee in accordance with Standing Order 41 (a).

**RESOLVED-** That the report be noted.

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

There were no questions received in the non-public session.

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

There was no urgent business considered in the non-public session.

**The meeting ended at 11.55 am**

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Chairman

**Contact Officer: Richard Holt  
Richard.Holt@cityoflondon.gov.uk / 020 7332 3113**

# Agenda Item 4

<b>Committees</b>	<b>Date</b>
Public Relations and Economic Development Sub-Committee (for information)	5 November 2019
Planning and Transportation Committee (for information)	5 November 2019
Culture Heritage and Libraries Committee (for information)	11 November 2019
Hampstead Heath, Highgate Wood and Queens Park Committee (for information)	13 November 2019
Education Board (for information)	14 November 2019
Epping Forrest and Commons Committee (for information)	18 November 2019
Hospitality Working Party of the Policy and Resources Committee (for information)	20 November
Health and Wellbeing Board (for information)	22 November 2019
Streets and Walkways Sub (Planning and Transportation) Committee (for information)	3 December 2019
Open Spaces and City Gardens Committee (for information)	9 December 2019
Community and Children's Services Committee (for information)	13 December 2019
Hampstead Heath Consultative Committee (for information)	27 January 2020
<b>Subject</b> The City of London Corporation's DRAFT Sport and Physical Activity Strategy for 2020-25	
<b>Report of</b> Kate Smith – Head of Corporate Strategy and Performance	<b>Public</b>
<b>Report Author</b> Sufina Ahmad – Corporate Strategy Manager	<b>For information</b>

## Summary

The Corporate Strategy and Performance Team (CSPT) was asked to develop a Sport and Physical Activity Strategy for the City of London Corporation following a decision in December 2018 at Policy and Resources Committee to invest in sport engagement work. Elected Members reviewed a previous version of the Sport and Physical Activity strategy for 2019-23 at nine Committees and a Members' Breakfast Briefing held between April 2019 and July 2019. Members provided extensive comments, including raising a motion at Court (included at Appendix One), and asked that a new draft be shared at Committees and at a Members' Breakfast for their feedback, and hopefully, endorsement. The new draft, which incorporates all the comments raised, can be found at Appendix Two.

The vision for the strategy is: *To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.* The key outcomes and activities include the City Corporation working with others to

deliver successful major sporting events for London and the UK, sport engagement activities that strengthen community cohesion, and work that ensures people have access to and participate in sport and physical activity. The strategy aligns to our Corporate Plan for 2018-23, specifically outcomes 2, 3, 4, 7 and 10. Once the strategy has been shared with all of the Committees listed on page one for their feedback and comments, these will be incorporated in to a proposed final version, which will be presented to Policy and Resources Committee in February 2020 for their approval.

## **Recommendations**

This Committee is asked to:

- i. Review the draft version of the Sport and Physical Activity Strategy – and provide their feedback on it which officers will then incorporate as directed.
- ii. Consider whether or not they will endorse the strategy, subject to the changes requested being made.
- iii. Consider and advise if a budget should be set aside and a brief agreed for an expert to review the commercial prospects of existing assets and how best to promote participation and access.

## **Main Report**

### **Background**

1. In December 2018, Policy and Resources Committee approved a paper setting out a strategic approach to sport engagement activities by the City Corporation, which included the decision to invest in a Sports Engagement Manager, based in the Corporate Affairs Team. Consequently, it was felt that the City Corporation would benefit from a strategy document on sport and physical activity. The CSPT was asked to develop this strategy, which it did through desk-based research and meetings with the following internal and external colleagues:
  - a) Sam Hutchings – Town Clerk's
  - b) Eugenie de Naurois – Town Clerk's
  - c) Nick Bodger – Town Clerk's
  - d) Paul Double – Remembrancer's
  - e) Daniel McGrady – Community and Children's Services
  - f) Andrea Laurice – Built Environment
  - g) Gerry Kiefer – Open Spaces
  - h) Xenia Koumi – Community and Children's Services
  - i) Sam Bedford – Community and Children's Services
  - j) Simon Cribbens – Community and Children's Services
  - k) Greg Knight – Community and Children's Services
  - l) Steve Garrett – Sport England
  - m) Emily Neilan – London Sport.

### **Current Position**

2. The strategy was shared with elected Members at the following Committees for comment:

- Health and Wellbeing Board (HWB), April 2019
- Hampstead Heath Consultative Committee (HHCC), April 2019
- Community and Children's Services (CCS) Committee, May 2019
- Epping Forest and Commons Committee (EF&C), May 2019
- Education Board (EB), May 2019
- Planning and Transportation Committee (P&T) (via email to chairman and deputy chairman), May 2019
- Streets and Walkways (Planning and Transportation) Sub-Committee (S&WSC), May 2019
- Hampstead Heath, Highgate Wood and Queen's Park (HHHWQP) Committee, June 2019
- Public Relations and Economic Development (PRED) Sub-Committee, to take place on 2 July 2019.

Two additional informal opportunities to comment were requested and arranged:

- A meeting with Richard Sumray, a co-opted Member of HHCC and chair of the Sports Advisory Group, the chairman of HHCC and of HHHWQP and the chairman of EF&C, June 2019; and
- Informal Members' Breakfast Briefing, on 28 June 2019, for which this pack has been produced so that comments to date and officers' resultant proposals can be viewed in the round for further comment.

3. Members made substantial comments and have asked that it be presented to all Committees again. A motion was also raised at the Court of Common Council in September 2019. This can be found at Appendix One.
4. The new version incorporates all of the changes and additions suggested and is presented in this paper at Appendix Two, as well as incorporating feedback shared at a Members' Breakfast Briefing held on 18 October 2019. The main changes to the draft relate to the vision and outcomes and the period of the strategy (2020-25). Information on the sport and physical activity related assets owned and operated by the City Corporation has also been included in the draft, as well as adding in information on the oversight and responsibility for the strategy.
5. For the purpose of this strategy, the City Corporation has defined sport and physical activity as follows:  
*Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.*
6. The City Corporation's vision for the strategy is: *To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.* The City Corporation will work with relevant local, regional and central governments, infrastructure bodies including Sport England and

London and Partners, national governing bodies for sport, businesses, civil society organisations, including charities, and individuals and communities directly to deliver the work outlined in the strategy.

7. The three key outcomes the City Corporation aims to achieve are:
  - a) People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.
  - b) High profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity.
  - c) London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.
8. The City Corporation will achieve these outcomes by building on our existing work and supporting the development and delivery of bids for major sporting events that benefit communities and the economy in London and the UK, alongside events, campaigns and activities that encourage individuals and communities to access and participate in sport and physical activities, including those activities that bring communities together positively.

### **Governance and implementation**

9. Members have asked that a Sport and Physical Activity Working Party made up of elected Members is set up to oversee the successful implementation of this strategy. The Working Party would be supplied with information on progress against the strategy from relevant officers within the organisation. It is suggested that elected Members from the following Committees are represented on the Working Party:

- Community and Children's Services Committee
- Culture, Heritage and Libraries Committee
- Epping Forest and Commons Committee
- Education Board
- Hampstead Heath Consultative Committee
- Hampstead Heath, Highgate Wood and Queen's Park Committee
- Health and Wellbeing Board
- Hospitality Working Party of the Policy and Resources Committee
- Planning and Transportation Committee
- Policy and Resources Committee
- Public Relations and Economic Development Sub-Committee
- Streets and Walkways (Planning and Transportation) Sub-Committee.

10. The discussions of the Working Party could include, but not be limited to: approving the action plan for the strategy; ensuring that the strategy is reflected within the relevant departmental business plans and management plans; reviewing the effectiveness and impact of existing and planned activities and linking these to qualitative and quantitative success measures for each activity; investigating the best possible activities and use of assets and resources in pursuit of the outcomes in this strategy; and ensuring activities are delivered

within the resources available – monitoring impact and spend to inform resource allocation.

11. This strategy will be delivered through the following departments:
- **Town Clerk's Department** – Corporate Affairs, Media, Committee and Member Services, Cultural Services and Events teams.
  - **Department of Community and Children's Services** – Strategic Education, Skills and Cultural Learning Unit, Commissioning, Public Health and Community Engagement teams.
  - **Remembrancer's Department** – Events Team.
  - **Department of Built Environment** – Strategic Transportation team.
  - **Open Spaces Department** – Central Management and site-specific teams.

### **Corporate and Strategic Implications**

12. Corporate and Strategic Implications:

This strategy will support the following outcomes and associated high-level activities within the City Corporation's Corporate Plan for 2018-23:

**Outcome 2:** People enjoy good health and wellbeing

**Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.

**Outcome 4:** Communities are cohesive and have the facilities they need.

**Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.

**Outcome 10:** We inspire enterprise, excellence, creativity and collaboration.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Social Wellbeing, Mental Health, Education, Visitor Destination, Corporate Volunteering and Transport.

13. Security Implications: The City Corporation will ensure that security needs are met when delivering major sporting events, involving Health and Safety, Security and City of London Police colleagues as needed.
14. Financial and Resourcing Implications: Existing officer resource and budgets, including the Hospitality Working Group budget, will be used to deliver the activities outlined in this strategy, including the maintenance of our facilities and the level to which the organisation expects to maintain this. However, decisions need to be made on how funding and resourcing will be prioritised, including if an existing or a new budget should be set aside and a brief agreed for an expert to review the commercial prospects of existing assets and how best to promote participation and access
15. Equalities Implications: All activities will need to comply with the priorities set out in the City Corporation's Equalities and Inclusion Action Plan, ensuring that the diverse needs of individuals and communities this work is aimed at are met.
16. Legal Implications: Any legal agreements or partnerships that the City Corporation considers or enters in to, particularly as part of major sporting

events, will need to be signed off by the Comptroller and City Solicitor's department – ensuring that early steer and sign off is sought wherever possible.

## **Conclusion**

17. This Committee is asked to review the Sport and Physical Activity Strategy for 2020-25 and provide their comments and feedback. It is also hoped that this committee will endorse the strategy, subject to the specified changes being made. Please note that once the draft strategy has been reviewed by all of the committees listed on page one, and the relevant changes incorporated, a new proposed final version of the strategy will be shared with Policy and Resources Committee in February 2020 for their approval.

## **Appendices**

Appendix One – Motion raised at the Court of Common Council

Appendix Two – Proposed Final Draft Version of Sport and Physical Activity Strategy, 2019-23.

### **Sufina Ahmad**

Corporate Strategy Manager

T: 020 7332 3724 (Int. Ext. 3724)

E: [sufina.ahmad@cityoflondon.gov.uk](mailto:sufina.ahmad@cityoflondon.gov.uk)

Motion –  
*by Dominic Christian*

*To be presented on Thursday, 12<sup>th</sup> September 2019*

*To the Right Honourable The Lord Mayor, Aldermen and Commons*

*of the City of London in Common Council assembled.*

**Motion:-**

That this Honourable Court welcomes the development of a Sport & Physical Activity Strategy for the City of London Corporation which will enhance the City's contribution to London's cultural and community life; build on the existing work of our open spaces, schools, and academies; and support our commitment to the health and wellbeing of City residents, workers, and visitors.

In guiding Officers as they draft the Corporation's strategic vision for sport and physical activity, the Court believes that:

- Sport inspires competitors to achieve the best they can, and celebrates both winning and taking part;
- Sport and physical activity enables participants of all ages to live healthier more active lives;
- Sport unifies society: it is the ultimate social inclusion with participants and spectators drawn together from all backgrounds, helping to develop more cohesive communities;
- Sport produces significant social return, for example by improving mental health and reducing crime, including diverting young people away from gang and knife crime;
- Sport teaches fusion skills which enhance employability, such as teamwork and resilience;
- Sport contributes to London's global brand in offering a comprehensive attractive package to businesses and their staff in a way few other cities can;
- Sport enhances the Corporation's convening power by providing networking opportunities to bring people together informally.

Moreover, this Court notes the wide engagement of the City's business community in sport as commercial partners, as well as supporting staff and community sport activities, using both to strengthen brand and build bridges with domestic and international customers and stakeholders.

It further notes the importance that the Mayor of London and agencies such as London & Partners place on sport, both in growing participation and in bringing more elite competitions to the capital.

This Court therefore commits the Corporation to develop a comprehensive and unified Sport & Physical Activity Strategy which:

- a) supports the development and improvement of our existing sport and physical activity facilities, including those in our open spaces, and their use for both widening participation and hosting elite competitions;
- b) fully involves the City's schools and academies as part of their educational and co-curricular provision;
- c) supports London bids for international elite sport tournaments in accordance with Government, UK Sport and the Mayor of London's priorities, including provision of facilities and hospitality both during bids and once an event has been successfully secured;
- d) as part of our regional strategy, provides appropriate support for hosting bids submitted by other parts of the United Kingdom (where they are not in competition with London);
- e) engages City residents and workers, as well as students in our schools and academies and residents in Corporation housing, in sport and physical activity programmes and events designed to increase participation and improve health and wellbeing;
- f) promotes diversity and inclusion in sport, including women and girls, disability, BAME and LGBTQ+ involvement; and
- g) works alongside the Department for Digital, Culture, Media, & Sport; UK Sport; Sport England; the Sport & Recreation Alliance; London Sport; the Greater London Authority; London Councils; international and national sport federations; and local professional and amateur sports clubs.

In developing the new Strategy, this Court also requests:

- i. the Policy and Resources Committee to put in place:
  - (a) appropriate Member-level governance arrangements for strategic oversight of the Corporation's sport activities and sport engagement; and,
  - (b) being mindful of the ongoing Fundamental Review, appropriate resource allocation for sport, including drawing together existing resources into one identifiable budget;
- ii. the Establishment Committee to ensure that adequate management and operational structures are in place to oversee the delivery of the Strategy.

*Signatories to the Motion, pursuant to Standing Order 12(3):-*

*Dominic Christian  
Caroline Addy  
Rehana Ameer  
Alexander Barr  
Deputy Keith Bottomley  
Karina Dostalova  
Christopher Hayward*

*Alderwoman Susan Langley  
Munsur Ali  
Randall Anderson  
Nicholas Bensted-Smith  
Graeme Doshi-Smith  
Deputy Kevin Everett  
Sophie Fernandes*

*Deputy Jamie Ingham Clark  
Deputy Edward Lord  
Andrew McMurtrie  
Alderman William Russell*

*Alderman Gregory Jones  
James de Sausmarez  
Jeremy Simons  
Deputy Philip Woodhouse*

**Appendix Two:**  
**Draft Version of Sport and Physical Activity Strategy, 2020-25**  
**Strategy Author:** Sufina Ahmad, Corporate Strategy Manager

**Sport and Physical Activity Strategy, 2020-25**  
*For a healthy, active and thriving London*

**Foreword by the Chair of Policy and Resources and Town Clerk**

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To be added, post approval at officer and Member Committees.

**Deputy Catherine McGuinness**  
Chair of Policy and Resources  
Committee

**John Barradell**  
Town Clerk and Chief Executive

**January 2020**

# Sport and Physical Activity Strategy, 2020-25 – For a healthy, active and thriving London

## Executive Summary

### Our definition of sport and physical activity, based on those used by Sport England and the World Health Organisation

Sport refers to activities that require physical exertion and involve individuals or teams, and physical activity is any bodily movement that requires the expenditure of low, moderate to high levels of energy, e.g. walking or dancing. Exercise is a sub-category of physical activity.

### Why sport and physical activity matters to us

The City Corporation aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan (CP). We want to raise London and the UK's profile globally: driving and inspiring engagement with and participation in sport and physical activity and contributing to London and the UK's attractiveness for individuals, communities and business. This drives improvements in physical and mental health, including tackling health inequalities, individual development, social and community development, including social isolation, and economic development.

### Who we will work with

We will work with relevant local, regional and central governments, sport infrastructure bodies, businesses, civil society organisations, including charities, national governing bodies of sport and individuals and communities to deliver the work outlined in this strategy. We want this strategy to support London as a whole, including our residents, our students, the visitors to our Open Spaces and the businesses and workers we support in the Square Mile.

### Our Vision

*To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.*

### Our Outcomes

*People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.*

**Links to CP Outcomes 2 and 3**

*High profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity.*

**Links to CP Outcomes 3 and 4**

*London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.*

**Links to CP outcomes 7 and 10**

### Our Activities

- Promote active travel in the Square Mile.
- Commission sport and physical activity services that individuals and communities in the Square Mile want and need.
- Work with Public Health to encourage sport and physical activity in the Square Mile.
- Use our assets to encourage accessible and inclusive sport and physical activity.
- Raise awareness of the benefits of sport and physical activity across our programmes, services, schools and Open Spaces.

- Host, and where needed, co-design inclusive mass participation events for local communities.
- Champion community-led ideas that encourage sport and physical activity and community cohesion.
- Engage businesses, including those in the Square Mile, in mass participation events.
- Work with sport infrastructure bodies, national governing bodies of sport and civil society to drive up sport and physical activity levels.

- Proactively and strategically support the development and delivery of bids and cross-sectoral partnerships for major sporting events.
- Deliver events and activities to celebrate and promote major sporting events.
- Offer a range of relevant services and support to visitors, event organisers, volunteers etc.
- Promote London and the UK's major sporting events offer, including the benefits, nationally and internationally to different audience

### Our Success Measures

This strategy will deliver an increased number of high-quality major sporting and mass participation events in London and the UK, ensuring that the City Corporation is recognised as a key partner within these, as well as a diverse and inclusive sport and physical activity offer that aims to support increased activity levels and improves wellbeing for our residents and workers, our students and those visiting our Open Spaces.

## Introduction and vision

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The City of London Corporation (City Corporation) is the governing body for the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. This strategy outlines our vision, approach and commitment to sport and physical activity until 2025. It is an externally-focussed strategy that complements the strategic priorities set out in Central Government's '*Sporting Future*' Strategy; Sport England's '*Towards an Active Nation*' Strategy; Public Health England's '*Everybody Active, Every Day*' Briefing; and the Greater London Authority's (GLA) '*Sport for All of Us*' Strategy.

## Definitions

Our definition of **sport and physical activity** is based on the definitions used by Sport England and the World Health Organisation<sup>1</sup>. Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

We are keen for this strategy to encourage and inspire individuals from all backgrounds and abilities to be active every day, as per the UK Chief Medical Officer's recommendations. We are defining an **inactive person** as someone who has done less than 30 minutes of moderate intensity activity per week – which is the definition used by Sport England in its '*Active Lives Survey*'<sup>2</sup>. The Chief Medical Officer's definition of an **'active' person** is someone who is physically active for more than 150 minutes a week, in sessions of at least 10 minutes.

## Why sport and physical activity matters

According to 2017/18 figures published by the Department for Digital, Culture, Media and Sport on physical activity among the UK's population, 25% of people aged 16 years and over in England are categorised as physically inactive<sup>3</sup>. Specific groups are more likely to be physically inactive compared with the wider population, including women and people from black, Asian and minority ethnic (BAME) backgrounds<sup>4</sup>.

Investing in sport and physical activity is very much aligned to our own strategic aims set out in our Corporate Plan for 2018-23, to contribute to a flourishing society, to support a thriving economy and to shape outstanding environments. Like Central Government, we agree that sport and physical activity brings significant benefits and improvements to individuals and communities in the UK in the outcome areas listed on the following page:

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<sup>1</sup> <https://www.who.int/dietphysicalactivity/pa/en/>

<sup>2</sup> <https://www.sportengland.org/research/active-lives-survey/>

<sup>3</sup> <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

<sup>4</sup> <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

## **1. Physical health –**

Sport and physical activity help people of all ages and backgrounds – including children and young people – to live healthier and more active lives. It can reduce the risks associated with a range of common health conditions, including musculoskeletal disorders (MSDs), cancer, dementia, strokes, heart disease and diabetes. Sport and physical activity can also offer meaningful opportunities to address and tackle health inequalities. In addition to the health benefits, regular physical activity can help to alleviate the symptoms associated with common physical and mental health conditions, which in turn helps to reduce costs to businesses associated with sickness absence among the workforce.

## **2. Mental health –**

Sport, exercise and physical activity can increase self-confidence and contribute to the reduction of symptoms relating to a range of mental health conditions, such as stress, anxiety and depression. This applies in a range of settings, including in public and open spaces, such as parks.

## **3. Individual development –**

Sport and physical activity can positively contribute to improving educational attainment and students' behaviours and attitudes, offering them fusion skills (a combination of creative, technical, cognitive and emotional skills), as well as support the development of characteristics and skills that enhance an individual's employability and wellbeing, such as team working, communication, resilience and problem solving.

## **4. Social and community development –**

Sport and physical activity can bring people together, often from different backgrounds, highlighting the positive aspects of their community and the place where they live, work or study, resulting in greater levels of community cohesion and reducing social isolation. This is often due to the values that sports instil such as respect, friendship, excellence, inspiration, equality, courage and many more.

## **5. Economic development –**

Sport and physical activity create jobs, promote growth, enhance the attractiveness of a place, drive exports and increase levels of inward investment. The sport sector contributes £39 billion to the UK's Gross Domestic Product and it plays a significant role in supporting the UK Government's the GREAT Campaign, which promotes the UK abroad in a number of areas including our tourism offer. Indeed, sport is seen as an increasingly important political influencing and policymaking tool, as evidenced by the Department for Digital, Culture, Media and Sport, the Foreign and Commonwealth Office, the Cabinet Office and others considering this as part of the British Foreign Policy Group – a group that the City Corporation's Remembrancer is a member also. Ultimately, major sporting events hosted in London and the UK, alongside London and the UK's sport and physical activity offer, contribute to London's global brand by offering a comprehensive and attractive package to businesses and their workers in a way that few other places can.

## Why sport and physical activity matters to us

In addition to all of the above reasons, we are committed to the GLA, Sport England and London Sport's ambitions to make London ***the most physically active city in the world***. As part of this, they are committed to the following two major priority areas, which, given the breadth and quality of our assets, we feel our organisation can contribute to positively:

### 1. Major Sporting Events

London is globally recognised for its ability to host inspiring major sporting events, resulting in increased levels of positive social and community development, as well as improvements in the local, regional and national economy – especially through increased levels of inward investment and increased numbers of visitors.

### 2. Increased levels of sport and physical activity

All Londoners, including those with visual impairments, physical disabilities, or those who are elderly, can access and participate in sport and physical activity, resulting in improvements in their physical and mental health, individual development and community cohesion.

Additionally, it is our belief that investing in sport and physical activity is essential right now, in the face of:

- Higher prevalence of mental and physical health conditions for people that are inactive, as evidenced by Public Health England and Sport England.
- An ageing population and the health and social risks that this brings, including increasing levels of loneliness and isolation, as evidenced by Public Health England and Sport England. Social isolation can be experienced by people of all ages and backgrounds, including young adults.
- Challenges to community cohesion – as evidenced in strategies and research by the GLA, often citing how this issue is exacerbated in London due to the levels of transience across different population demographics and the lack of positive diversions for people, such as young people who are at higher risk of being negatively impacted by knife crime in London.
- Reductions in public sector spending on sport and physical activity.
- Economic uncertainty alongside cost of living increases.
- Changing perceptions of London as a welcoming and attractive place to be for residents, workers, visitors and businesses, as highlighted through London's ranking in the Global Brand Index.
- Political uncertainty relating to UK trade agreements and our ability to develop partnerships abroad.

Going forward, **our vision** is:

*To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.*

## **What we will do**

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### **Our outcomes and high-level activities**

In order to build upon our experience, and fulfil our strategic vision, we have identified the following three outcomes and associated high-level activities –

#### **Outcome 1: People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.**

This means that we will prioritise the following types of activities:

- a) Promote and support active travel, i.e. cycling and walking, for all abilities throughout the Square Mile.
- b) Adopt an evidence-based commissioning approach to the services we commission, using feedback from residents and insights collected through the Sport England ‘Active Lives Survey’. This will include incorporating elements of behavioural science, where relevant and feasible.
- c) Deliver public health-led campaigns for residents and workers in the Square Mile that result in increased access to and safer and healthier participation in sport and physical activity and improved health outcomes.
- d) Use City Corporation-owned assets, such as our cultural venues, our estates, our schools and our Open Spaces to encourage sport, physical activity and recreational activities that are accessible and inclusive for residents, workers, visitors and students – ensuring that they have the facilities that they need.
- e) Continue to remove barriers to engaging in outdoor recreation activities, such as walking, cycling and running across City Corporation-owned Open Spaces, and make efforts to ensure that those in the Square Mile are aware of our Open Spaces and feel encouraged to access them.
- f) Raise awareness of the importance of sport and physical activity across our various activities, institutions, including our schools, and assets, including the importance to do this without resorting to performance enhancing substances.

#### Who we will work with:

To deliver this outcome, we will work in partnership with our residents and workers in the Square Mile and across our family of schools, as well as the volunteers at and

visitors to our Open Spaces and the relevant local government bodies in these areas. This outcome seeks to support mainly:

- Residents, workers and students that are completing less than 30 minutes of moderate intensity activity per week and are therefore considered 'inactive'.
- Residents, workers, visitors and students that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people, those with caring responsibilities etc.

This outcome area will be led on by colleagues in the Community and Children's Services, Built Environment, Town Clerk's – Cultural Services and Open Spaces departments primarily.

**Outcome 2: High profile and inclusive mass participations events strengthen community bonds and encourage more sport and physical activity.**

This means that we will prioritise the following types of activities:

- a) Host and, where needed, co-design mass participation events across our Open Spaces and in the Square Mile that are inclusive and positively engage and benefit local communities, including our residents, workers and local schools, including the City family of schools. Examples of this include Cross Country competitions, Yard Yoga etc.
- b) Champion resident, volunteer and worker-led ideas in the Square Mile, as well as ideas from other local communities we work with, e.g. through our Open Spaces, which encourage sport and physical activity and community cohesion.
- c) Engage businesses in the Square Mile and the areas surrounding our Open Spaces in mass participation events as supporters and contributors, e.g. through funding, volunteers etc., as well as providing opportunities for their workforce to be more physically active.
- d) Continue to develop relationships with national governing bodies of sport, sport infrastructure bodies and civil society organisations to encourage more people to engage positively with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with local communities, our residents in the Square Mile, event organisers and visitors to our Open Spaces. This work will particularly seek to target:

- Individuals and communities that are completing less than 30 minutes of moderate intensity activity per week, who are therefore considered 'inactive'.
- Communities in London that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people etc.
- Universally targeted interventions that engage the people we work with in the Square Mile and beyond to increase their level of physical activity and

participation in sport. These will also support efforts to engage specific communities and improve health-related outcomes, as outlined above.

This outcome area will be led on internally by colleagues in the Town Clerk's, Community and Children's Services, Built Environment and Open Spaces departments primarily.

**Outcome 3: London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.**

This means that we will prioritise the following types of activities:

- a) Contribute proactively and strategically to all stages of bid development and delivery for London and the UK to host major sporting events.
- b) Facilitate the development of cross-sectoral partnerships, collaborations and promotional materials to support with bids for major sporting events. These should align with – and seek to support where possible – existing strategic goals and aspirations set out in our Corporate Plan, including for example our commitments to responsible business practices, health and wellbeing, the promotion of sugar reduction and healthier eating and ensuring the City remains a global destination for financial and professional services, commerce and culture.
- c) Deliver exceptional events and activities for major sporting events and sports people in our iconic venues, through welcome receptions and dinners, celebrations with athletes, Freedom of the City ceremonies etc.
- d) Provide support to others in delivering outdoor major sporting events, including route decision-making, road closures, traffic diversions, parking enforcement etc.
- e) Facilitate and/or support volunteer training programmes during major sporting events, including major tournaments.
- f) Offer signposting and information services to visitors at major sporting events.
- g) Promote London and the UK's major sporting events offer during international and national trade visits undertaken by our staff, the Chair of Policy and Resources and the Lord Mayor.
- h) Promote the positive benefits of London and the UK's major sporting events to the media at a local, national and international level and to local communities to drive up their engagement with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with the relevant local, regional and central governments, infrastructure bodies, such as Sport England and London and Partners, businesses, national governing bodies and civil society organisations involved in the major sporting event that is being bid for.

This outcome area will be led on internally by colleagues in the Town Clerk's, Remembrancer's and Built Environment departments primarily, with support from Open Spaces as required.

## **Our sport and physical activity related experience**

The outcomes and activities that we have identified for this strategy are based on our existing expertise and work in this space, which relates to co-designing and co-delivering major sporting events and mass participation sporting events; encouraging recreation and physical and sporting activities across our 11,000 acres of Open Spaces and in our City family of schools<sup>5</sup>; and designing and delivering commissioned and public-health led activities for residents and workers in the Square Mile. Activities relating to these areas or work include, but are not limited to:

1. **Promoting sport and physical activity:** including campaigns and activities to encourage sport and physical activity among the City's worker and resident populations, such as those delivered through the Business Healthy programme and the Active City Network; running an extensive sport and physical activity offer across our 11,000 acres of Open Spaces, including hosting sporting events at our sites; and ensuring sport and physical activity is prioritised and encouraged for our students across the City family of schools.
2. **Physical recreation:** including encouraging recreational activities to our residents and ensuring our Open Spaces are designed and maintained to encourage positive physical recreation for all.
3. **Commissioned services:** including services and facilities to encourage physical activity and sport engagement among those living or working in the Square Mile, such as exercise on referral and sports development services.
4. **Support for events:** including volunteer training, running information centres, road closures and route planning, delivering cultural events that complement and celebrate sport, and an extensive hospitality offer.

## **Our staffing for this strategy**

To deliver this strategy, we are delighted that we have much in terms of staffing expertise and assets to build upon. Officers that will be involved in delivering this strategy are based in the following departments:

- **Town Clerk's Department** – Corporate Affairs, Media, Committee and Member Services, Cultural Services and Events teams.
- **Department of Community and Children's Services** – Strategic Education, Skills and Cultural Learning Unit, Commissioning, Public Health and Community Engagement teams.
- **Remembrancer's Department** – Events Team.
- **Department of Built Environment** – Strategic Transportation team.

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<sup>5</sup> See page 6 of [City of London Corporation Education Strategy, 2019-23](#)

- **Open Spaces Department** – Central Management and site-specific teams.

Where necessary, officer support can be sought from colleagues within the Innovation and Growth department and the Lord Mayor's Office as well.

### **Our assets for this strategy**

A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at **Appendix One**, but we recognise that more exist across the City of London family of schools.

### **Our funding for this strategy**

It is only through continued investment in our sport and physical activity related work that we can ensure the successful delivery of this strategy. The funding of sport and physical activity comes from departmental budgets which provide revenue to cover the costs relating to the staffing for this strategy highlighted above, the activities, including commissioned activities, they deliver and the running costs of the assets. It is important to ensure that this work is sustainable and attractive in relation to neighbouring providers. However, we understand that this has to be considered alongside our ambition to offer a diverse sport and physical activity offer for our residents, students, workers and visitors in the Square Mile and beyond to benefit from, as this ensures that all, regardless of their socio-economic background, can be supported by us to engage in sport and physical activity. Consequently, targeted interventions may be introduced to tackle health inequalities and barriers to being active.

Where additional funding is required to extend services to deliver the strategy and support the delivery of these duties, then this can be sought from internal funding streams and grant pots that exist, for example funding for events can be sought from the Hospitality Working Party of the Policy and Resources Committee. Furthermore, from time to time, and where appropriate, activities and events may be sponsored by external stakeholders such as City businesses.

In terms of maintenance of our physical assets, this can be funded in three ways mainly: departmental budgets, internal and/or external fundraising and the Cyclical Works Programme (CWP) if it forms part of the asset management plan. The CWP relates to the entirety of our assets, not just those used for sports and physical activity. It aims to ensure that our assets are maintained and do not fall into disrepair or unplanned disuse, however it does not guarantee that the facilities are brought up to or above changing modern day standards or requirements. The CWP is funded through a central budget and managed by the City Surveyors department. The CWP outlines on an annual basis the work that needs to happen across all sites. The list is compiled and prioritised based on the health and safety, security, equality duties, income stream maintenance, reputational risk and customer/client feedback received for each project listed. If the nature of the work requires capital expenditure, then funding can be applied for through the annual capital bidding process.

The departments which commit finances towards sport and physical activity are Community and Children's Services (circa £75k per annum), Open Spaces (circa £1.7m, based on 2015 data), Built Environment (TBC) and Remembrancer's (TBC).

### **Oversight and responsibility for this strategy:**

Given the way in which this strategy cuts across many different areas of our work, it is recommended that a Sport and Physical Activity Working Party made up of elected Members is set up to oversee the successful implementation of this strategy. The Working Party would be supplied with information on progress against the strategy from relevant officers within the organisation. It is suggested that elected Members from the following Committees are represented on the Working Party:

1. Community and Children's Services Committee
2. Culture, Heritage and Libraries Committee
3. Epping Forest and Commons Committee
4. Education Board
5. Hampstead Heath Consultative Committee
6. Hampstead Heath, Highgate Wood and Queen's Park Committee
7. Health and Wellbeing Board
8. Hospitality Working Party of the Policy and Resources Committee
9. Planning and Transportation Committee
10. Policy and Resources Committee
11. Public Relations and Economic Development Sub-Committee
12. Streets and Walkways (Planning and Transportation) Sub-Committee

The discussions of the Working Party could include, but are not limited to, the following:

1. Approving the action plan for the strategy, ensuring that all identified activities align to at least one of the three identified outcome areas, as well as ensuring that the strategic outcomes outlined above are reflected within the relevant departmental business plans and management plans.
2. Reviewing the effectiveness and impact of existing and planned activities and linking these to qualitative and quantitative success measures for each activity, which are part of the strategy's overarching performance and impact framework and can be tracked as part of the Corporate Performance Framework.
3. Investigating the best possible activities and use of assets and resources in pursuit of the outcomes in this strategy, including whether they should continue as they are or be stopped or repurposed .
4. Ensuring activities are delivered within the resources available – monitoring impact and spend to inform resource allocation.

If delivered successfully, this strategy should result in:

1. A diverse and inclusive sport and physical activity offer that reduces inactivity levels and improves the physical and mental health of our residents and workers in the Square Mile, our students and those that access our Open Spaces.
2. An increased number of high-quality major sporting and mass participation events in London and the UK that offer economic, social and/or health benefits for individuals and communities.
3. The City Corporation being recognised as a key partner within bids for and the delivery of major sporting events in London and the UK.

### **Links to our Corporate Plan**

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Our vision as the governing body of the Square Mile, as set out in our Corporate Plan for 2018-23, is a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'*. We aim to do this by *contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments*. This strategy will support the following outcomes and associated high-level activities within the Corporate Plan (CP):

- **CP Outcome 2:** People enjoy good health and wellbeing  
We will:
  - Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
  - Raise awareness of factors affecting mental and physical health.
  - Provide advice and signposting to activities and services.
  - Provide inclusive access to facilities for physical activity and recreation.
- **CP Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.  
We will:
  - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
  - Cultivate excellence in academia, sport and creative and performing arts.
- **CP Outcome 4:** Communities are cohesive and have the facilities they need.  
We will:
  - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
  - Support access to suitable community facilities, workspaces and visitor accommodation.
- **CP Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.  
We will:
  - Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.

- Promote London for its creative energy and competitive strengths.
- **CP Outcome 10:** We inspire enterprise, excellence, creativity and collaboration. We will:
  - Create and transform buildings, streets and public spaces for people to admire and enjoy.
  - Protect, curate and promote world-class heritage assets, cultural experiences and events.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Corporate Volunteering, Social Wellbeing, Mental Health, Education, Visitor Destination and Transport and as such, joint action planning will take place wherever possible. All work delivered through this strategy will also comply with the priorities set out in our Equalities and Inclusion Action Plan.

## **Conclusion**

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We are pleased to commend the many and diverse benefits of sport and physical activity through this strategy. We feel that this strategy will contribute positively to London's cultural and community life, build on the existing work of our Open Spaces and schools, and support the delivery of our statutory duties to protect and improve the health and wellbeing of our residents, workers and students, and to promote the value of sport and physical activity to our visitors.

Ultimately, sport and physical activity delivers positive social, economic and health benefits for all. However, as in our own individual lives, there are both challenges and opportunities when it comes to ensuring sport and physical activity is prioritised, and so we know that we must collaborate with others and commit to learning from our work in this space.

## **Appendix One – Our assets for this strategy**

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A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at Appendix One, but we recognise that more exist across the City of London family of schools, for example:

### **Within the Square Mile –**

1. **Golden Lane Sport and Fitness Centre** – which we have commissioned Fusion Lifestyle to run.
2. **Outdoor Gym** – located between Lower Thames Street and the Thames riverside, between London Bridge and Old Billingsgate, made up of benches with instructions for completing different exercises.
3. **Guildhall Yard** – available to host sport and physical activity events, including Yard Yoga, Police tug of war, Fetcher's archery etc.

4. **Square Mile Streetscape** – available for use in mass participation sporting events, such as London Landmarks Half Marathon, Square Mile relay etc.

## **Outside of the Square Mile**

### **Open Spaces –**

#### **1. Hampstead Heath:**

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Rugby: six grids
- Tennis facilities: 10 hard courts
- Swimming facilities: one lido, three ponds
- Athletics facilities: one full track, one cross country club
- Other facilities: one bowls and croquet club lawn, one outdoor gym, one orienteering course, one outdoor table tennis table, one soft ball pitch and one rounders pitch (marked and used when required), five angling ponds.

#### **2. Golders Hill:**

- Rugby: two grids
- Tennis facilities: two grass courts, four hard courts
- Other facilities: two croquet half-size practice lawns, one junior orienteering course, two outdoor table tennis tables.

#### **3. Hampstead Extension:**

- Cricket facilities: two cricket nets, two cricket squares
- Football facilities: three pitches
- Rugby: three rugby pitches
- Athletics facilities: 70 m and 100m marked for local schools, one junior cross-country club
- Other facilities: marked horse-riding bridle routes.

#### **4. Queens Park:**

- Tennis facilities: six hard courts
- Golfing: one nine-hole pitch and putt
- Other facilities: four trim trail items, two tag rugby team areas from April to August.

#### **5. Highgate Wood:**

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Athletics facilities: 70 m and 100m marked for local schools
- Other facilities: one trim trail.

#### **6. West Ham Park:**

- Cricket facilities: three cricket nets, two cricket squares
- Football facilities: one adult pitch, two junior training pitches, three junior artificial pitches.
- Tennis facilities: 12 hard courts

- Athletics facilities: 400m and 100m running track marked for school sports days
- Other facilities: one outdoor gym, and up to three rounders pitches (marked and used when required).

**7. The Commons:**

- Football facilities: one grass pitch leased to Caterham Pumas on Couldson Common.

**8. Wanstead Flats:**

- Football facilities: 44 pitches in operation, but potential for 60.

**9. Epping Forest:**

- Cricket facilities: two leased cricket grounds.
- Athletics: host several cross-country clubs and Orion Hammers is a running club based in the Forest
- Golf facilities: three leased courses (two are nine hole and one is 18 hole)
- Other facilities: orienteering course, 25 angling lakes, open to horse riding in summer and marked horse riding bridle routes, able to host school sports days.

**10. Chingford:**

- Golfing facilities: one golf course.

*It should also be noted that the Open Spaces listed above can and are used regularly for a variety of mass participation events, and in some cases, as part of major sporting events.*

**End of strategy.**

<b>Committee:</b>	<b>Date:</b>
Open Spaces and City Gardens Committee	9 December 2019
<b>Subject:</b>	<b>Public</b>
Open Spaces Departmental Risk Register	
<b>Report of:</b>	<b>For Decision</b>
Director of Open Spaces	
<b>Report Author:</b>	
Gerry Kiefer, Business Manager	

## Summary

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

In April 2019 Members agreed nine Department risks. A recent review of the risk register identified no additional risks at a Departmental level. One risk has increased since last reported. The proposed risk register identifies three risks as red, five as amber and none as green. An informal risk challenge session was held on 19 November with the Audit and Risk Management Committee and their suggested amendments are included within this report for Members consideration.

## Recommendation

Members are asked to:

- Endorse the Departmental risk register as outlined in this report and at Appendix 2  
**OR**
- Endorse the Departmental risk register as outlined in this report but amend risk OSD 007 as recommended by the Audit and Risk Committee and outlined in:
  - option 1 (paragraph 17)
  - option 2 (paragraph 18)
  - option 3 (paragraph 19)
- Approve removal of risk OSD 011 – Budget Reduction Summary Risk as detailed in paragraph 20.

## 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 Pentana Risk Management System.
2. The Open Spaces Department manages risk through several 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.

- 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.

### Current Departmental Position

- The Departmental risks and their scores proposed by the Director are:

Code	Risk title	Current Risk Score	Current Risk Score Indicator	Trend Icon
OSD 004	Repair and Maintenance of Buildings and Structural Assets	16		
OSD 005	Pests and Diseases	16		
OSD 007	Maintaining the City's water bodies	16		
OSD 006	Impact of development	12		
OSD 010	Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk	12		
OSD TBM 001	Maintaining a tourism business at Tower Bridge and Monument	12		
OSD 001	Health and safety	8		
OSD 002	Extreme weather & climate change	6		

- Appendix 2 shows the Departmental risks; these are risks which affect a large proportion of services provided by the Department. Within some divisions there are risks which have a major local relevance but are not sufficiently cross-cutting to warrant inclusion within the Departmental Risk Register.
- Officers are undertaking a range of actions at a divisional level and these actions aim to reduce the 'current departmental risk score' to achieve the 'target score'.

### Changes to Current Risk Scores

- OSD 004 - Poor repair and maintenance of buildings and structural assets – Providing well maintained buildings and assets that are fit for purpose is key to the smooth operation of the service. Failure to do so impacts on staff in residential properties, causes service disruption and reduces the quality of experience and satisfaction of our customers. Ageing properties and end of lifespan structures and assets are all areas of concern, particularly when the cyclical works programme budget is reducing (none has been identified for the Cemetery in 2019/20).
- A number of capital projects requiring essential asset maintenance or end of lifespan replacement were put on hold as part of the Fundamental Review and are being re-submitted for consideration as part of the annual capital bidding process. These include East Heath car park and West Ham Park playground.

9. This is the only risk where the current score has increased from that agreed by Members in April 2019, moving from amber 12 to red 16.

**Other Current Red Risks**

10. OSD 007 - Maintaining the City’s water bodies - This risk is relevant to waterbodies across several divisions however the current main risk relates to Epping Forest. An engineering assessment by the Environment Agency has now identified three of the four ponds at Grade II Wanstead Park as being of ‘High Risk’. Work needs to be undertaken to carry out surveys and flood modelling to determine if the reservoirs meet the standards required of High Risk Reservoirs for safe overtopping during the Probable Maximum Flood. If this is not the case the City of London will have a statutory duty to make improvements such that they do.
11. This risk is not unlike that at Hampstead Heath although the scale is slightly smaller but the impact could be the same.
12. OSD 005 - Pest and Diseases - Oak Processionary Moth (OPM) remains a key concern. The Department has been working closely with the Forestry Commission, Natural England, Local Authorities and other landowners to share scientific data and research, practical experience and good practice. A risk zone-based approach targeting OPM in areas where the public would be most at risk of being exposed to the caterpillars or nests has been adopted. This includes removal of nests close to busy locations such as key paths and buildings, children’s play and sporting facilities. The risk zone-based approach is a pragmatic and effective way to address the public health risk and target necessary resources. Additional budget was given to the Department in 2019/20 to cover additional OPM costs.

**Amber Current Risk Scores**

13. All five amber departmental risks remain unchanged from the previous report. Updates on the actions taken to mitigate these risks are shown in appendix 2.
14. The current score and the target score are the same for four of the amber risks. We are putting mitigating actions into effect, but we accept this level of risk and are unlikely to be able to reduce this risk further.
15. For risk OSD 010 Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk - we aim to reduce the risk to the target score of 4 by October 2021. It is anticipated that the requirements of the extended ULEZ zone will become clearer over the next few months and that actions can be implemented to limit the impact.

**Informal Rick Challenge – Audit and Risk Management Committee**

16. On 19 November the Director attended a positive and useful ‘informal risk challenge session’ at the Audit and Risk Management Committee. Some suggestions to wording were proposed on two risks as shown below and the Chief Officer has accepted these. There is no change to risk scores.

<b>Original wording</b>	<b>Amended wording</b>
OSD 002 Event: Severe weather at one or more site	OSD 002 <i>Event: Not adequately preparing for extreme weather</i>

OSDTBM 001- The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument	OSDTBM 001- <i>Maintaining tourism business at Tower Bridge and Monument</i>
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17. The following three recommendations were proposed for Open Spaces and City Gardens Committee's consideration:

**Option 1**

18. That the Departmental risk - OSD 007 Maintaining the City's water bodies summary risk is split into two risks in recognition of the significantly greater risk that Wanstead reservoirs presents compared to the other water bodies. The Departmental risks would therefore be:

- a) Wanstead Reservoirs risk
- b) Water bodies risk excluding Wanstead reservoirs

**This is recommended.**

**Option 2 – assuming approval of option 1**

19. That the Wanstead Reservoirs current risk be scored at 24 and a target score of 16 with a target date which aligns with the anticipated works completion date. The actions should list our planned activity and timeframes. **This is recommended.**

**Option 3 – assuming approval of option 1 and 2**

20. Seek support from OSCGC to escalate the Wanstead Reservoirs risk to the Corporate Risk register and refer this risk to the Chief Officer Risk Management group and Summit for approval and endorsement by the Audit and Risk Management Committee. **This is recommended.**

**Proposal**

21. Risk OSD 011 – Budget Reduction Summary Risk was added to the register in April 2019 as officers developed options for the Fundamental Review with significant budget savings anticipated for 2020/21. It is proposed that this risk is removed from the risk register and relevant future Committee reports. Significant budget reductions have not been required for 2020/21 and no details as to any future level of reductions have been confirmed. It is therefore not possible to score the impact or likelihood of this risk. It will be considered as an emerging risk and reviewed regularly.

**Corporate & Strategic Implications**

22. The Departmental and divisional risk registers will help us achieve the Corporate Plan 2018 – 2023 aims to:

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

23. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business vision to *'enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond'* and the three top line objectives:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people's lives.

C. Business practices are responsible and sustainable.

### **Conclusion**

24. The need to systematically manage risk across the Department is addressed by the production of this Departmental 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 – Departmental Risk History Report

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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)
<b>Criteria</b>	Less than 10%	10 – 40%	40 – 75%	More than 75%
<b>Probability</b>	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
<b>Time Period</b>	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
<b>Numerical</b>	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)

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

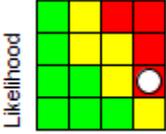
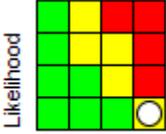
<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

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

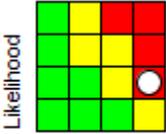
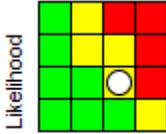
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## Appendix 2 - OS Departmental Detailed Risk Report

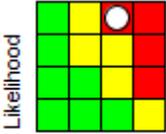
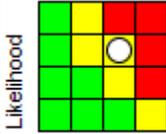
Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 007</b> <b>Maintaining the City's water bodies summary risk</b>  30-Aug-2017 Colin Buttery  Page 37	<p><b>This risk summaries the property maintenance risks across the Open Spaces Department.</b></p> <p>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 &amp; Water Management Act 2010.</p> <p>Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach.</p> <p>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. In particular, the Wanstead reservoirs are a significant current cause for concern.</p> <p>This risk is felt to be of departmental concern due to potential for serious consequences, the possibility of legislative change and the possibility that significant capital projects could be required.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	16	Assessed by Senior Leadership Team. Risk remains at red. Details of work being undertaken is covered under the divisional risk registers. This risk is being recommended for escalation to Corporate Risk Register.  <b>7 Oct 2019</b>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2022	  Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October	Inspections completed in January. Several mitigation works have been completed. Discussion of Wanstead Park Lakes was undertaken. Large scale works still need to be undertaken to reduce this risk.			Martin Newnham; Geoff Sinclair	05/11/19	01-Apr-2020	
OSD EF 004 b Eagle Ponds	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge	Ongoing action. LBR have declined responsibility. Surveyors have told us that it is not possible to distinguish the outward toe of the dam which sits under public highway - A1199 Woodford Road. The intention for surveying was to			Geoff Sinclair	05/11/19	31-Dec-2022	

		establish whether the Highway Authority was an LRR statutory undertaker. We have now established the statutory undertaking through an alternative route - a 1950s agreement with CoL to pile the Snaresbrook Road bank.			
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	Ongoing action. Weekly blue book checks are completed and testing of the penstock gates.	Martin Newnham	05/11/19	01-Apr-2020
OSD EF 004 e Baldwins Pond and Birch Hall Park Pond	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Ongoing action. Still awaiting further work by DBE.	Geoff Sinclair	05/11/19	31-Dec-2022
OSD NLOS Inspections	Statutory inspections of the Hampstead Heath reservoirs & inspections / monitoring of outflow condition	Statutory inspections take place twice a year and are completed by an appointed panel engineer. Staff carry out regular inspections / monitoring of the outflow from the reservoirs. Ongoing action	Declan Gallagher	05/11/19	01/04/2020
OSD TC 006 a Project development	Condition assessments carried out and options provided for approval Options costed	Project at The Commons remains a goal for the future. Ongoing action to mitigate risk, to be updated as project moves forward. Middle pond – investigation of buried manhole to see if cause of leak undertaken Sept 2019 New options for future repairs identified – cost up to 200K Cost to undertake feasibility of the options identified - 20k	Martin Hartup/ Helen Read	04/11/19	30-Apr-2020
OSD TC 006 b Monitoring	Inspections / monitoring of outflow condition Ongoing	All water bodies are actively monitored by relevant authorities within the City to ensure they comply with legislation. Additional monitoring regime of recording pond depth and outflow leak at middle pond introduced in Oct 2019 following manhole investigation works.	Martin Hartup/ Helen Read	04/11/19	30-Apr-2020

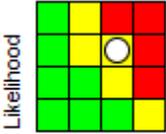
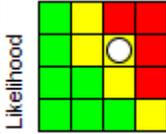
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 004 Repair and Maintenance of Buildings &amp; structural assets summary risk</b>  Aug-2017 Colin Buttery	<p><b>This risk summaries the most pressing property maintenance risks across the Open Spaces Department.</b></p> <p><b>Causes:</b> Reducing funding resulting in insufficient resources for repairs and maintenance. A 'halted' capital programme with a new annual bidding process with anticipated reduced capital funding and prioritisation. Staffing impact of Fundamental review which may lead to reduction in technical expertise and specialist knowledge and advise for historic and complex buildings/sites.</p> <p><b>Event:</b> , OS residential or public buildings deteriorate to unusable/unsafe condition, resulting in serious injury to users. Closure of buildings. Reduced income generation.</p> <p><b>Impact:</b> Open Spaces property not kept up to an acceptable standard, Service capability disrupted; ineffective use of staff resources; damage to corporate reputation and poor customer satisfaction; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of assets, loss of value. Potential serious health and safety risks.</p> <p>Failure to meet statutory regulations and checks. This risk is felt to be of departmental concern due to the importance of building and structural assets upkeep, the cyclical works backlog and the historical concerns around poor maintenance.</p> <p>The actions for this risk are a summary of the most pressing repairs and maintenance and capital projects for the Department.</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>This risk has been reviewed by Senior Leadership Team and altered and upgraded to recognise the serious reputational and health &amp; safety implications of deteriorating buildings and structural assets as well as a 'halted' and 'unknown future' capital programme. These have been summarised in the new sub-actions.</p> <p>Sites have been asked to identify their most pressing repair and maintenance projects to be escalated to the Departmental risk register, along with the potential impact of failing to tackle these projects.</p> <p><b>27 November 2019</b></p>	 <p>Likelihood</p> <p>Impact</p>	8	31 December 2020	  Increasing
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD 004 CC Cemetery & Crematorium Projects	Cyclical Works Programme Budget Loss	Cemetery and Crematorium currently has zero CWP spend allocated to it for the coming year. This will result in deterioration of vital assets in an unpredictable fashion, as reactive maintenance is either not completed in a timely fashion or becomes costly enough to significantly impact bottom line.			Gary Burks	05/11/2019	31-March-2020	

		<p>CWP budgets need to be re-allocated to ensure that reactive maintenance at the Cemetery is prioritised. The lack of investment will impact reputationally and financially and could result in cessation of services.</p> <p>Since the last note there has been a moratorium on spend regarding reactive works on building fabric, this added to the lack of CWP spend means that repairs will be put back adding to the bow wave created by the recent reduction and now complete lack of CWP</p>			
OSD 004 EF Epping Forest Projects	Wanstead Flats Football Changing Rooms	Wanstead Park changing rooms are no longer fit for purpose. Although we are seeking COL capital & Parklife funding, we may not receive this, which would result in closing the facilities to the public, resulting in loss of service and significant reputational damage.	Paul Thomson	11-Oct-2019	31-March-2020
OSD 004 NL North London Projects	<ul style="list-style-type: none"> <li>East Heath Car Park</li> <li>Parliament Hill athletics track</li> <li>Queens Park playground &amp; toilets</li> </ul>	<ul style="list-style-type: none"> <li>East Heath Car Park project is a significant health and safety risk, as washed-out car park material covers the road during wet weather, resulting in a hazardous and slippery surface. Sweeping and signage are being implemented near the car park, but this is a reactive measure which does not address the fundamental danger. Risk of serious injury or death on the road, for which we might be help legally culpable due to failure to act. Capital project currently on hold due to Fundamental Review. COL capital funding submission made in Nov 2019.</li> <li>Parliament Hill athletics track is reaching end of life and will be downgraded or face closure if not prioritised as a capital project. If it remains open, the likelihood of injury will increase due to wear on the track, and closure may result in judicial review or significant negative press attention. COL capital funding submission being made in Nov 2019.</li> <li>Queen's Park playground and toilets require investment to be brought up to standard. Chairman has highlighted this as a significant area of concern. COL capital funding submission being made in Nov 2019 for toilet redevelopment.</li> </ul>	Bob Warnock	11-Oct-2019	31-March-2020
OSD 004 P&G Parks & Gardens Projects	<ul style="list-style-type: none"> <li>Finsbury Circus Reinstatement</li> <li>West Ham Park Playground</li> </ul>	<ul style="list-style-type: none"> <li>Finsbury Circus is currently in use as a Crossrail building site. Requires investment to return to a high-quality green space. COL capital funding submission being made in Nov 2019.</li> <li>West Ham Park Playground is reaching end-of-life and will soon need to be shut down entirely. Already significant sections of the playground are permanently or semi-permanently closed due to reaching end of life or have significant and costly maintenance issues. A capital project has been scoped and consulted on and a plan has been prepared, but this is currently on hold due to the Fundamental Review. Seeking alternative funding but will require match funding from the City. COL capital funding submission being made in Nov 2019.</li> </ul>	Martin Rodman	11-Oct-2019	31-March-2020
OSD 004 TBM Tower Bridge & Monument Projects	Tower Bridge High Voltage System Replacement Project	Gateway 3 Report approved by Planning & Transportation Committee on 1 <sup>st</sup> October 2019 and detailed options appraisal being progressed. Delivery date for project is anticipated for January 2021.	Chris Earlie	5 <sup>th</sup> Nov 2019	31 Jan 2021

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 summary risk 30-Aug-2017 Colin Buttery	<p><b>This risk summaries the pest and disease risks across the Open Spaces Department.</b></p> <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), Bleeding Canker of Horse Chestnut</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 other invasives or indigenous species, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats.</p> <p>This risk is felt to be of departmental concern due to the potential biodiversity, financial and human health impacts associated with this risk.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	16	Risk assessed by SLT. Agreed to remain at Red, noting Members concerns. <b>7 Oct 2019</b>	 <p>Likelihood</p> <p>Impact</p>	12	30-Apr-2020	 Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Ongoing action. Contractor Surveys done in July and November. Surveys by staff done through the year as we work trees identified for action i.e. the tree worked and those around are inspected and worked as required.			Geoff Sinclair	06/11/2019	30/07/2020	
OSD EF 007 d Sudden Oak Death	Sudden Oak Death - Yearly inspection of all Rhododendron and Larch. Tender of Larch removal (now completed). To be done yearly	The Larch were found to be clear of Ramorum disease and have been felled. Rhododendron regrowth during 2019 will need spraying off in 2020 at The Warren Plantation. The EF Biodiversity Officer visited the site with the new APHA Inspector for the area in October 2019. Sweet Chestnut remains in similar condition and we will request a specialist to examine these trees in 2020. However, with the bulk of Rhododendron removed and all the Larch felled, the risk of Ramorum spores spreading in quantity is assessed as low at the moment. Other areas of Rhododendron remain to be inspected this year because other grant-related survey work delayed inspections. These will be programmed as priority for 2020.			Jeremy Dagley	07/11/2019	30-Apr-2020	

OSD EF 007 e Biosecurity policy	Need to develop a biosecurity policy and then implement.	The general Biosecurity Policy remains to be written for all the biosecurity risks. However, for Ramorum disease a protocol has been prepared and used by contractors during the Larch removal (see other risk actions). Once the OPM season is over, a Biosecurity Position Statement will be prepared (~December 2019), and this is expected to feed into full biosecurity policy and INNS policy expected 2020. The INNS policy will also cover native species. The Parliamentary Environment Audit Committee's autumn 2019 INNS report will be reviewed to take on new analysis and information for species. We contributed to this Parliamentary audit through the Remembrancer and our evidence on costs has been cited by the Committee.	Jeremy Dagley	07/11/2019	30-Oct-2020
OSD EF 007 f Pennywort removal	Removal of Pennywort in Wanstead Park	Monitoring during 2019 found the equivalent of a shopping bags worth. Two monthly monitoring to continue for a further year	Geoff Sinclair	06/11/2019	30-Oct-2020
OSD EF 008 c INNS policy	Develop an INNS policy - focus on OPM, although other pathogens and areas of concern to be tackled.	Progress made with Ramorum disease control and with INNS strategy for the 2019 season, with arborist officer appointed as lead on OPM matters. Other INNS need to be considered and no recent progress with Policy writing. An INNS position statement will be prepared at the end of the season (expected around December 2019) and this is expected to feed into the full policy (expected 2020). There will also be some horizon scanning carried out to consider likely new pest species and the Parliamentary Environmental Audit Committee's autumn 2019 report will be studied.	Jeremy Dagley	07/11/2019	30-Apr-2020
OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly	The Tree Team source our planting stock from Barcham Trees. This nursery has a strict biosecurity policy focussed on not importing trees that are a gateway for several pests and diseases (primarily Oak Processionary Moth and Ash Die Back) entering the UK. Ongoing action	Richard Gentry	5/11/2019	30-Apr-2020
OSD NLOS 004 b OPM monitoring	Trained arboricultural contractors carrying out spraying of Oak in previously infected areas. Funding secured, although costs may escalate.	This year Hampstead Heath has been granted special status by the Forestry Commission to manage OPM on a Risk Target based approach. This enables the division to target spraying and nest removal on oak trees in high visitor number areas and to monitor and protect vulnerable oak associated lepidoptera species. There has been a decrease in operational costs in 2019 due in part the above and to a reduced natural spread of the pest this year. We do not know currently if this is a trend or seasonal aboration.	Richard Gentry	5/11/2019	30-Apr-2020
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.	Provision of staff training is ongoing. Info on training shared through HSIG, Equalities Board, SLT, and other avenues.	Lucy Murphy; Jake Tibbets	25-Oct-2019	30-Apr-2020
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract	Annual inspections being carried out October 2019 and tendering for new tree management database.	Lucy Murphy; Jake Tibbets	25-Oct-2019	30-Apr-2020
OSD P&G 004 c Emergency	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.	Martin Rodman	25-Oct-2019	30-Apr-2020

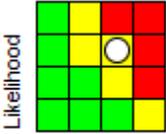
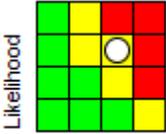
alerts					
OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action	Lucy Murphy; Jake Tibbets	25-Oct-2019	30-Apr-2020
OSD TC 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing. Training needs reviewed at regular team meetings, and proactively promoted via HSI and other corporate boards. Training needs also reviewed at six monthly Divisional Health & Safety meetings	Hadyn Robson	11 Nov 2019	30-Apr-2020
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	Ongoing. Inspections continue on a scheduled basis &/or if and when the need arises	Hadyn Robson	11 Nov November 2019	30-Apr-2020
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Hadyn Robson	11 Nov November 2019	30-Apr-2020
OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Ongoing. Tick/Lyme disease information cards produced for volunteers/contractors/visitors to Ashted Common	Hadyn Robson	11 Nov November 2019	30-Apr-2020

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 006 Impact of development summary risk  30-Aug-2017 Colin Buttery  Page 44	<b>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</b> <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, lack of resource to consult on Local Plans. <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. This risk is felt to be of departmental concern due to the high level of work required across the open space divisions to defend against the impact of development and the serious nature of the impact. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood	12	Assessed by Senior Leadership Team. Serious work has been undertaken on development risk items by way of the careful monitoring of planning applications and other relevant items by dedicated officers. We do not foresee the rating of this risk changing significantly.  7 Oct 2019	 Likelihood	12	01-Apr-2020	  Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD EF 010 a Local authorities/Countries Local Plans and Core Strategies	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.	Representations have been made to the EFDC Examination in Public throughout May 2019. The EFDC Local Plan Habitats Regulations Assessment, however, has not addressed the avoidance or mitigation of air pollution and traffic increases. This remains a considerable risk to the Forest. The Inspector's interim guidance published in August found that the HRA was not adequate to allow conclusions on the impact of the local plan on the Forest. EFDC in its October 2019 response to the Inspector has set out a 6-month timetable to address the gaps in the HRA in relation to air pollution. However, no progress has been made with avoidance measures or the SAC Mitigation Strategy. As a result, a report for EF&CC Committee has been prepared for Nov 2019 seeking approval from Members for two letters to be sent to the 'competent' local authorities, including EFDC and London Borough of Waltham Forest (LBWF). In these letters			Jeremy Dagley	07-Nov-2019	31-Dec-2020	

		<p>we make an offer to convene a SAC Mitigation Strategy Steering Group and we also make proposals on avoidance measures.</p> <p>A detailed 23-page response to the LBWF Reg 18 Local Plan consultation was sent to LBWF. LBWF is seeking to set up a meeting with CoL Epping Forest Division officers in Nov/Dec 2019 as part of its Duty-to-cooperate consultations. Further work will be needed to ensure a full mitigation strategy is in place for the SAC across the key local authorities.</p>			
OSD EF 010 c Forest transport strategy	Development and ongoing work on the Forest Transport Strategy (FTS)	Essex County Council (ECC) has indicated that it could put some resources toward the Strategy. At the Examination-in-Public for the EFDC Local Plan for which the Inspector has now provided her interim guidance (Aug 2019) it was clear that an FTS would be required and ECC has now indicated that it wishes to prepare one. Work now needs to be done to bring parties together including TfL and London Boroughs to ensure a comprehensive FTS can be produced as part of the SAC Mitigation Strategy. Officers will work towards this in 2020.	Jeremy Dagley	07/11/2019	30-Dec-2020
OSD EF 010 d NGAP package	Meet with LBE and influence outcome of their NGAP project	No significant change of position since last update. Local Plan consultations have begun but LBE is not as yet engaging with Natural England about the SAC Mitigation Strategy. This engagement is vital and NGAP would then be considered in the terms of mitigation for the SAC. As at October 2019 NE is seeking a meeting with LBE to progress this. Officers to seek to engage LBE in the SAC Mitigation Steering Group – and the draft letters referred to in ES010 main risk summary (above) will be sent to LBE as well as other ‘competent’ local authorities if approved by Members at EF&CC on 18 <sup>th</sup> Nov.	Jeremy Dagley	07/11/2019	31-Mar-2020
OSD NLOS a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet, Brent and Haringey regarding planning issues which may impact the open spaces.	Ongoing, Division to make representation as necessary.  Stakeholders, e.g. Consultative Group and Hampstead Heath, Highgate Wood and Queen's Park Committee updated as appropriate.	Richard Gentry	05/11/2019	31-Mar-2020
OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. No change.  Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.	Richard Gentry	05/11/2019	31-Mar-2020
OSD NLOS 011 c Planning applications	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support regarding resisting planning applications that impact on the Open Spaces.	Ongoing. Response to planning issues as necessary. Relevant planning applications are monitored. No change.  Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary	Richard Gentry	05/11/2019	31-Mar-2020
OSD P&G 007 a Local authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action	Lucy Murphy; Martin Rodman; Jake Tibbets	25-Oct-2019	31-Mar-2020

OSD P&G 007 b Local Authority Relationships	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues.	Martin Rodman	25-Oct-2019	31-Mar-2020
OSD TC 002 a Local authorities/Cou nties Local Plans and Core Strategies	Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	Monitoring activity continues - ongoing action. Mitigation strategy work underway.	Hadyn Robson	11/11/2019	31-Mar-2020
OSD TC 002 b Monitoring of impacts	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	Ongoing action - monitoring of impact of visitors and other possible stressors continues.	Hadyn Robson	11/11/2019	31-Mar-2020

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 010 Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk 29-Jan-2019 Colin Buttery	<p><i>Cause:</i> Change to legislation requires broad-reaching replacement of fleet. Insufficient budget allocated to this process combined with corporate green fleet policy and procurement approach.</p> <p><i>Event:</i> Budget impact results in financial failure for one or more divisions within Open Spaces, either by purchasing fleet or failing to purchase fleet and receiving large fines.</p> <p><i>Impact:</i> Large-scale budget failure caused by either fleet purchase or failure to purchase new fleet resulting in fines. This would have knock-on financial impact on other projects within the CoL, along with reputational risk for failing to adhere to legislation.</p>	<p>Likelihood</p> <p>Impact</p>	12	Assessed by Senior Leadership team and agreed to remain at current risk level, due to ongoing risk for areas as the Ultra Low Emission Zone extends beyond the City. The financial cost and 'infancy' of many 'cleanest vehicles possible' to comply with the COL policy is a concern as is the implementation of charging infrastructure in our outer London sites. <b>7 Oct 2019</b>	<p>Likelihood</p> <p>Impact</p>	4	1 October-2021	Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD P&G 009 b	Provision of necessary infrastructure for electric vehicles	Electricity supply to depot upgraded, ready for installation of electricity charging points.			Jake Tibbetts	Nov 5 - 2019	31-Jul-2020	
OSD P&G 009 c	Budgetary actions	Re-evaluate City Gardens local risk budget lines to reflect increased cost of EV's (and payback to central loan for these); Purchase EV's and off-hire temporary vehicles.			Jake Tibbetts	5 Nov-2019	31-May-2020	
OSD NLOS	Replacement through TCG approval and procurement process of an ageing and non-compliant ULEZ fleet to ensure compliance with legislation	The Division has prepared a Sustainable Fleet and Plant Management Plan. This sets out the basis on which we plan to reduce the environmental impacts of our fleet. Waiting for clarification of COL loan scheme for 'compliant vehicles'			Murdo Macmillan	05/11/2019	31 March 2021	
OSD EF	Extend ULEZ zone will impact on southern area of Epping Forest and vehicles will need to be compliant with legislation and corporate policy.	Forest require additional compliant vehicles to maintain service in the ULEZ zone without incurring penalties. Limited availability of local risk budget to fund provision.			Geoff Sinclair	06/11/2019	31 March 2021	

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 TBM 001 Maintaining a tourism business at Tower Bridge and Monument 09-Mar-2015 Chris Earlie	<b>Cause:</b> An act of terrorism in the heart of London. <b>Event:</b> Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). <b>Impact:</b> Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood	12	Assessed by Senior Leadership Team and Divisional Management Team. To be maintained as a departmental risk. We do not foresee the rating of this risk changing significantly  7 Oct 2019	 Likelihood	12	01-Apr-2020	  Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD TBM 001a CoL Counter Terrorism Section Liaison	Regular Liaison meetings held with CoL Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team. Ongoing action.			Chris Earlie	5 <sup>th</sup> Nov 2019	01-Apr-2020	
OSD TBM 001b Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	The on-site team continue to be proactive through CCTV surveillance, physical patrols and regular liaison with the statutory authorities. Recognition has been received from the City Police in respect of identifying and reporting crimes such as pick pocketing and anti-social behaviour resulting in successful prosecutions. Development of the team and services is ongoing with an identified learning and development programme to ensure the safety and security of the Bridge.			Chris Earlie	5 <sup>th</sup> Nov 2019	01-Apr-2020	
OSD TBM 001c Staff Training	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All front of house staff have completed ACT (Action Counters Terrorism) E-Learning. The short SCAN (See Check Action Notify) workshops have also been delivered by the City Police with the longer workshops (1/2 day) to be scheduled for 2019. Daily briefings also highlight any ongoing/ current issues. Ongoing action. Tower Bridge Security Awareness Workshops are regularly delivered throughout the year to all staff.			Chris Earlie	5 <sup>th</sup> Nov 2019	01-Apr-2020	
OSD TBM	To progress a secure entrance/ exit facility for the Bridge's	This has been identified as a project in the Bridge's 2019/ 20 Business Plan, with the aim of			Chris	5 <sup>th</sup> Nov	01-Apr-	

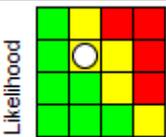
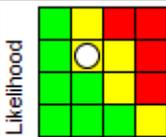
001d Secure Entrance/ Exit South Tower Lift at Pavement Level	south tower lift, addressing current vulnerabilities to the satisfaction of C of L and Historic England.	carrying out a specialist consultancy exercise and progressing conversations with Historic England and Southwark LBC by December 2019.	Earlie	2019	2020
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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 001 H&amp;S Summary Risk</b>  23 Aug-2017 Colin Buttery  <b>Page 49</b>	This risk summaries the H&S risks across the Open Spaces Department. <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 This risk is felt to be of departmental concern due the types of activities and the nature of our sites which means constant vigilance is required. The actions for this risk are the open actions from each of the divisional risk registers.		8	Assessed by Senior Leadership Team. Significant work has been done to mitigate the health and safety risks around the department. We do not foresee the rating of this risk changing significantly.  <b>7 Oct 2019</b>		8	1 April-2020	  Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD CC 001 a	Regular reviews of risk assessments and safe systems of work are undertaken.	This action is ongoing. Safe systems of work were reviewed in 2017 when the format changed. Risk assessments are reviewed annually,  Reviews were carried out for the sections below on the dates stated; CoSHH, Burials/digging, GMO - Dec 18 Bereavement Services May 19 Cem General, Crematorium, Information/Security, Workshops - Sept 19			Gary Burks	5/11/2019	31-Mar-2020	
OSD CC 001 b	Investigations undertaken and learning taken from all	This action is ongoing.			Gary Burks	5/11/2019	31-Mar-	

Operational Learning	accidents and incidents and near misses. Training and development of staff	A recent accident involving a pedestrian and a grass cutting machine highlighted that further training was required for this type of machine and this has been implemented.			2020
OSD EF 001 c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	H&S training (operational) system is in place and established. Expiring training known in advance and scheduled. Training matrix linked to induction and new starters to be improved. Introduction of EF H&S Statement (Nov 2019) will help achieve improvement – also continuous review with each job change / recruitment.	Jo Hurst	5/11/2019	1 April-2020
OSD EF 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing actions	Ongoing activity. New EF H&S Statement to be rolled out at All Staff Briefing in November 2019.	Paul Thomson	5/11/2019	31-Mar-2020
OSD EF 001 f Annual licensee checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	Checks now extended to include all known tenanted buildings, not just catering outlets and will include all tenant obligations including FRAs etc Checks underway, initial response low and now chasing. Land Agent now seconded to post and will assist.	Jo Hurst	5/11/2019	31-Mar-2020
OSD EF 001 g Breaking ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used.	Breaking ground has been captured through the implementation of the Epping Contractor Protocol and permitting is now BAU.  This will always be a potential risk, with as much control as we are able to implement now in place.	Jo Hurst	05/11/2019	31-Mar-2020
OSD NLOS 006 a Annual H & S site Audits	Continue with annual H & S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	This is an ongoing item.  H & S Audit reports 19/20 are in the process of being completed and signed off for action.	Richard Gentry	05/11/2019	31-Mar-2020
OSD NLOS 006 b Quarterly Divisional H & S Meetings	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Divisional H & S meetings continue, attendance is monitored. The Division has input at a Dept level. Ongoing action.	Richard Gentry	05/11/2019	31-Mar-2020
OSD P&G 001 a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group. This is an ongoing action.	Patrick Hegarty; Lucy	25-Oct-2019	01-Jun-2020

			Murphy; Jake Tibbets		
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 as required. This is an ongoing action.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	25-Oct-2019	01-Jun- 2020
OSD P&G 001 c Regular review of site health and safety by peer review	Net improvement of standards of H&S following regular validation visits.	Audit validation completed Nov 2018. Next audit due November 2019.	Patrick Hegarty	5 <sup>th</sup> Nov 2019	01-Dec- 2019
OSD P&G 001 d Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Ongoing. Conflict management training for WHP takes place in December for residential on call staff	Lucy Murphy; Jake Tibbets	25-Oct-2019	01-Apr- 2020
OSD P&G 001 e Hierarchy responsibilities and communication s	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. This is an ongoing action.	Martin Rodman	25-Oct-2019	01-Apr- 2020
OSD P&G 006 b Develop and improve joint working to protect sites	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	Emergency 'grab bags' made available to all residential staff at WHP	Lucy Murphy; Jake Tibbets	25-Oct-2019	01-Apr- 2020
OSD TBM 010a Working at Height - Implement consultant's recommendatio ns	Following receipt of initial survey identify an action plan and implement asap.	Initial report with regards to survey has been received and action implemented for one of the routines. We are in the process of engaging the consultant to deliver the recommended actions over the next 6 months.	Jamie Bottono	5 <sup>th</sup> Nov 2019	31-May- 2019
OSD TC 001 a Appropriate	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers)	This is an ongoing action	Hadyn Robson;	11 Nov 2019	31-Mar- 2020

resourcing	Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings	Andy Thwaites		
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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 002</b> <b>Extreme weather &amp; climate change summary risk</b> 30-Aug-2017 Colin Buttery  <b>Page 52</b>	<p><b>This risk summaries the risks associated with extreme weather across the Open Spaces Department.</b></p> <p><b>Causes:</b> Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p><b>Event:</b> Not adequately preparing for extreme weather</p> <p><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. This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces' sites could be impacted. The actions for this risk are the open actions from each of the divisional risk registers.</p>	 Likelihood Impact	6	Assessed by Senior Leadership Team, remains at current risk level. Actions are managed at divisional level. We do not foresee the rating of this risk changing significantly  <b>7 Oct 2019</b>	 Likelihood Impact	6	1 April 2020	  Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD CC 010 a Wind damage	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. This is managed through: <ul style="list-style-type: none"> <li>• Tree inspections</li> <li>• Maintain staff with chainsaw qualifications</li> </ul>	Ongoing monitoring action. <ul style="list-style-type: none"> <li>• Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. All trees were inspected by a third party in 2017, Massaria inspections are carried out at high level by C&amp;C staff twice a year and ground level inspections for damage are carried out by my staff after all high winds Last Massaria inspection was in September, last high wind inspection was beginning November Four staff are trained in the use of chainsaws, this is refreshed every 5 years, the last chainsaw training was this year.</li> </ul>			Gary Burks	5 <sup>th</sup> Nov 2019	1 April 2020	

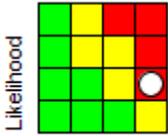
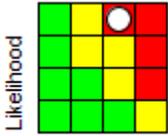
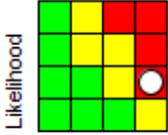
		It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.			
OSD EF 009 a Emergency plan	Review and update plan	Ongoing. The emergency plan has been updated and is now available to reflect the broad spectrum of emergencies and fits in with the joint emergency response protocols and to reflect operational responses and OOH cover.  Staff training has taken place with LFB and LALO training is complete with additional training for GOLD group nominated personnel	Martin Newnham	05/11/2019	31-Mar-2020
OSD EF 009 h Grass & Heathland Fire	Grass & Heathland Fire	The EF staff team have received a formal training day delivered by LFB and national lead on wildfire fighting. This covered the joint responses and identified specific sites that required individual site plans and de-fuelling to take place.  With a consultant led review of high-risk fire sites plans have now been developed and incorporated the results of the surveys within the fire management plans and they have been reflected in the incident response plans within EF.  The wildfire fighting response form a part of the major incident response plans.  Additional joint working and training days will take place with Essex and London Fire brigades in the next 12 months	Martin Newnham	05/11/2019	05/11/2020
OSD NLOS 003 a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event	Trigger Event Policy embedded into our way of working.  Met Office Data is reviewed weekly and responded to accordingly by Duty Manager and Duty Supervisor.  Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.  Extreme Weather Policy has been reviewed and a revised policy is in the process of being implemented.	Bob Warnock	05/11/2019	31-Mar-2020
OSD NLOS 003 b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Review of Emergency Action Plan and Business Continuity Plan- overdue – completion date planned for end February 2020. EAP, BCP and Risk Register Review will incorporate the updated Extreme Weather Policy	Richard Gentry	05/11/2019	1 March 2020

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.	New tree strategy being developed and will be in place in April 2020. New species and planting mediums being introduced and trialled to ascertain suitability for city, reduced watering and maintenance needs.	Lucy Murphy; Jake Tibbets	25-Oct-2019	30-Apr-2020
OSD P&G 005 b Emergency plan	Review and update plan	Emergency evacuation exercise scheduled for November 2019	Lucy Murphy; Jake Tibbets	25-Oct-2019	01-Apr-2020
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	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more. Ongoing action.	Martin Rodman	25-Oct-2019	01-Apr-2020
OSD TC 005 a Fire management	Review and update plan bi-annually. Fire management and monitoring policies and plans in place and link to staff training and local emergency services	This action is ongoing Site information/resources shared with emergency services. Plan reviewed in June 2018 - next review due June 2020.	Hadyn Robson	11/11/2019	01-Apr-2020
OSD TC 005 b Storms	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	The sites continue to monitor and respond to warnings of extreme weather	Hadyn Robson	11/11/2019	01-Apr-2020
OSD TC 005 c Climate change	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue continues.	Hadyn Robson	11/11/2019	01-Apr-2020

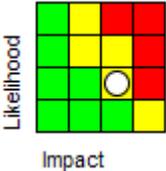
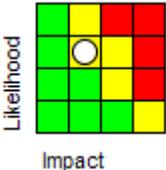
09/09/2019

## Appendix 3 - Risk history report Departmental risks

Rows are sorted by Risk Score

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
OSD 004	Repair and Maintenance of Buildings and Structural Assets summary risk	30-Aug-2017	Departmental	Health and Safety		16		8	27-11-2019	16		Unlikely	Extreme	
									19-Mar-2019	12		Possible	Major	
									29-Jan-2019	12		Possible	Major	
									22-May-2018	12		Possible	Major	
									23-Mar-2018	8		Unlikely	Major	
OSD 005	Pests and Diseases summary risk	30-Aug-2017	Departmental	Health and Safety		16		12	11-Oct-2019	16		Likely	Major	
									24-May-2019	16		Likely	Major	
									15-Apr-2019	16		Likely	Major	
									19-Mar-2019	12		Possible	Major	
									29-Jan-2019	12		Possible	Major	
OSD 007	Maintaining the City's water bodies summary risk	30-Aug-2017	Departmental	Health and Safety		16		8	11-Oct-2019	16		Unlikely	Extreme	
									24-May-2019	16		Unlikely	Extreme	
									19-Mar-2019	16		Unlikely	Extreme	
									29-Jan-2019	16		Unlikely	Extreme	
									05-Dec-	16		Unlikely	Extreme	

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path	
OSD 006	Impact of development summary risk	30-Aug-2017	Departmental	Physical		12		12	2018						
									11-Oct-2019	12		Possible	Major		
									19-Mar-2019	12		Possible	Major		
									29-Jan-2019	12		Possible	Major		
									05-Dec-2018	16		Likely	Major		
29-Aug-2018	16		Likely	Major											
OSD 010	Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk	29-Jan-2019	Departmental	Economic		12		4	11-Oct-2019	12		Possible	Major		
									19-Mar-2019	12		Possible	Major		
									29-Jan-2019	12		Possible	Major		
									29-Jan-2019	12		Possible	Major		
OSD TBM 001	Maintaining a tourism business at Tower Bridge and Monument	09-Mar-2015	Departmental	Financial		12		12	11-Oct-2019	12		Possible	Major		
									18-Apr-2019	12		Possible	Major		
									19-Mar-2019	12		Possible	Major		
									29-Jan-2019	12		Possible	Major		
									11-Dec-2018	12		Possible	Major		
									18-Sep-2018	12		Possible	Major		

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
OSD 001	H&S Summary Risk	30-Aug-2017	Departmental	Health and Safety		8		8	11-Oct-2019	8		Unlikely	Major	
									19-Mar-2019	8		Unlikely	Major	
									29-Jan-2019	8		Unlikely	Major	
									22-May-2018	6		Possible	Serious	
									23-Mar-2018	6		Possible	Serious	
OSD 002	Extreme weather & climate change summary risk	30-Aug-2017	Departmental	Health and Safety		6		6	11-Oct-2019	6		Possible	Serious	
									19-Mar-2019	6		Possible	Serious	
									29-Jan-2019	6		Possible	Serious	
									29-Jan-2019	6		Possible	Serious	
									22-May-2018	6		Possible	Serious	

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# Agenda Item 6

<b>Committee:</b>			<b>Date:</b>
Open Spaces and City Gardens	-	For Information	<b>9 December 2019</b>
West Ham Park	-	For Information	9 December 2019
Epping Forest and City Commons	-	For Information	13 January 2020
Hampstead Heath, Highgate Wood and Queens Park	-	For Information	TBC January 2020
<b>Subject:</b> Departmental Business Plan 2019/20 – Six month performance update: April to Sept 2019			<b>Public</b>
<b>Report of:</b> Colin Buttery – Director, Open Spaces			
<b>Report author:</b> Gerry Kiefer, Open Spaces			

## Summary

This report provides Members with an update on progress and performance against the 2019/20 Business Plan by the services which report to the various Open Spaces Committees. Good progress has been achieved with activities having been delivered against all three of the Departments top-line objectives. Where performance is recorded at 6 months, this has been reported.

## Recommendation

Members are asked to:

- Note the progress made against the 2019/20 Business Plan objectives and performance indicators.

## Main Report

### Background

1. The Open Spaces & City Gardens Committee approved the Departmental Business Plan 2019/20 (Appendix 1) on 8 April 2019.
2. The Department's Vision is; *we enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.*
3. The Business Plan identified three main objectives under which sit twelve outcomes which are set out on page one of the Business Plan (Appendix 1)

### Current Position

### Objectives and Outcomes

4. A number of notable achievements and progress have been made under the three Business Plan objectives:

## A. Open Spaces and Historic Sites are Thriving and Accessible.

- The South London Downs National Nature Reserve (SLDNRR) was officially launched on Thursday 25 July.
- Positive progress is being made in relation to the Heathrow Biodiversity offsetting project
- The Hampstead Heath Management Strategy was approved and shared with the Court of Common Council and the designed document is available on the website.
- City Gardens were fully ULEZ compliant when it was introduced on the 8<sup>th</sup> April, through securing a fleet of EURO 6 diesels
- Epping Forest completed a £5M part-Common application to the Countryside Stewardship grant scheme at the end of August. The application seeks further funding from the Rural Payments Agency to contribute to the conservation management of the Forest's most important habitats and rarest species.
- Officers from The Commons have been working closely with South Bucks District Council (SBDC) and Natural England (NE) and comments were submitted on the draft SBDC Local Plan.
- Epping Forest made detailed representations to two major Local Plans.
  - Evidence was given to the public examination of the Regulation 19 Epping Forest District Council Local Plan in May, urging further protection for the Special Area of Conservation. Officers have subsequently been responding to the Inspectors Interim Advice.
  - A detailed submission was also made to the London Borough of Waltham Forest's Regulation 18 Local Plan public consultation.
- Officers at Epping Forest have been working with consultants to develop a final and fully costed Epping Forest SAC Mitigation Strategy for adoption by 6 Local Planning Authorities.
- Officers continue to work with contractors and the Forestry Commission to monitor and implement control measures for Oak Processionary Moth (OPM) across the Open Spaces. A significant increase in infestation has been recorded at Ashted Common.
- Cattle, and ponies and sheep have been grazing for conservation objectives at various sites at The Commons, Epping Forest and Hampstead Heath.
- North London Open Space continue to work with Keep Britain Tidy to finalise their waste and recycling project. Veolia are undertaking regular waste collections from Parliament Hill; food waste collection has increased, linked with on-site cafes. Recycling collection has also been increased, following the infrastructure changes at Parliament Hill. Good progress is being made with the selection and procurement of a specialised waste fleet.
- The newly landscaped South Meadow area at West Ham Park was opened to the public in April. Trees, multithemed shrubs and underplanting was added to the park boundary. The project, part funded by the Mayor of London aims to increase canopy cover in the park and increase the amount of native planting to support biodiversity.

## **B. Spaces Enrich People's Lives.**

- Epping Forest has supported Waltham Forest in its role as the London Borough of Culture, hosting several events including the May Day Fayre on Chingford Plain.
- Epping Forest contributed four events to Open House weekend on 21 and 22 September; including The View, The Temple and at Queen Elizabeth's Hunting Lodge.
- Epping Forest has achieved a Trip Advisor Certificate of Excellence via our online profile with Trip Advisor
- The Cafe in Burnham Beeches opened under a new tenant
- Wild Schools learning in West Ham Park introduced new sessions in physics and immersive sessions in creative writing and storytelling. There has also been a focus on broadening the range of schools who use the programme to enhance their curriculum.
- Open Spaces retained 15 Green Flag Awards and 13 Green Heritage Accreditations
- Numerous sites won London in Bloom Awards

## **C. Business Practices are Responsible and Sustainable.**

- Many Capital projects were put on hold as part of the Fundamental Review.
- The Senior Leadership Team (SLT) and 'staff led' options were put forward for the Fundamental Review
- City Gardens were awarded a special London in Bloom award - *Gardening in a Changing Climate*. The judges were particularly impressed with the trialling of new species and new planting mediums.
- An engagement and consultation exercise to inform the development of a dog walkers code of conduct and a personal training code of conduct has been undertaken at Hampstead Heath.
- The Heath & Hampstead Society hosted an event to mark 30 years of the City Corporation's custodianship of Hampstead Heath.

## **Performance Measures**

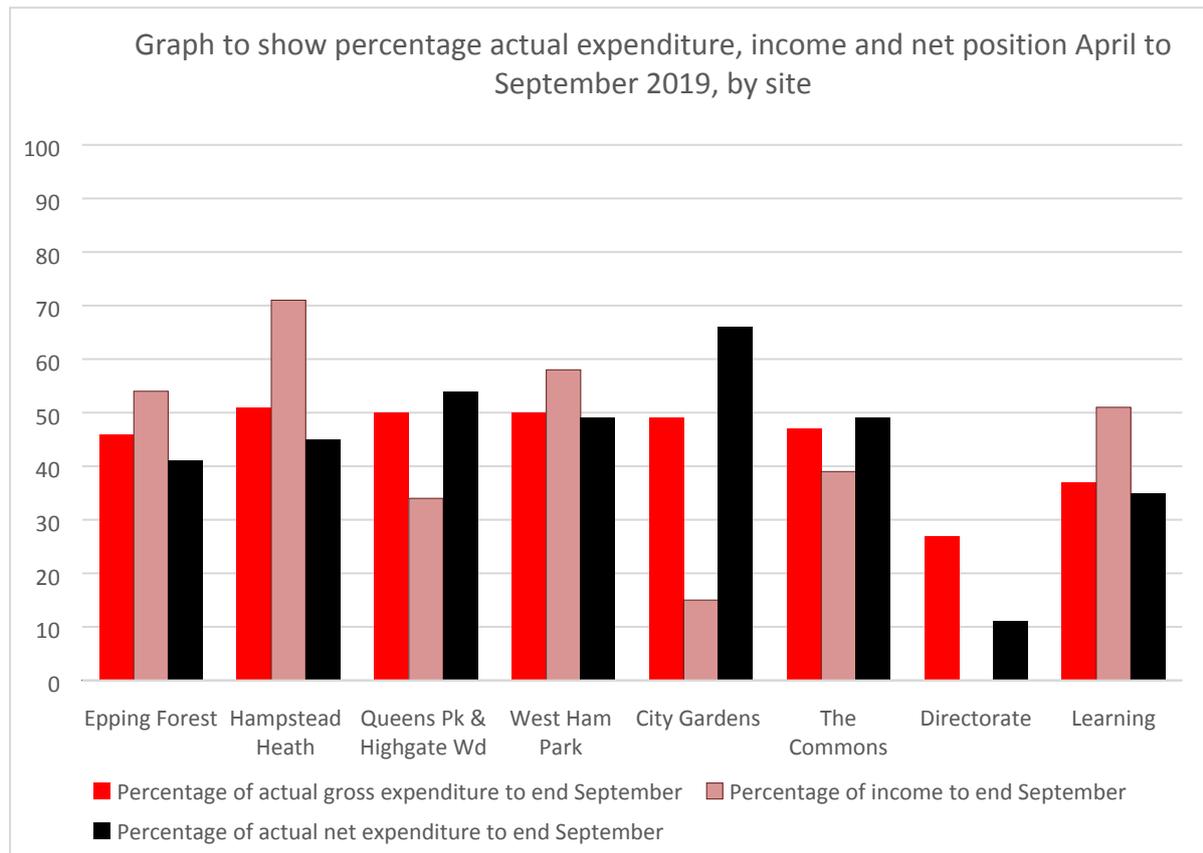
5. The Business Plan report identified several performance measures. Many of these are collated annually, but those where data is available at 6 months is attached as appendix 2. Some notable points include:

- Open Spaces retained 15 Green Flag and 13 Green Heritage Awards
- Webpage hits are below the anticipated level. This was due to a functionality problem that occurred between May and September which prevented Android phones from accessing the City Corporation website and there was restricted appearance of Open Spaces webpages on Google Searches
- The unpredictable weather this summer impacted on tennis participation levels with numbers down across all sites and represents only 69% of this year's annual target.

## Implications

### Financial Performance

6. Six months into the financial year and across the Divisions that report to the Open Spaces Committees, the full year outturn position is estimated to be broadly on budget.
7. The graph below shows the percentage actual expenditure, income and net expenditure to end September.



8. It should be noted though that some expenditure and income is not spent/received in equal proportions across the year
9. Hampstead Heath is showing 71% income for the year. This recognises the seasonality of the income from activities such as sports fees (particularly swimming), events, filming and car park charges. It is slightly down on last year when the dry, hot summer resulted in higher than average swim visits. Other sites where summer sports fees and charges make up a significant proportion of the income will also show greater than 50% of income achieved.
10. The 66% net expenditure for City Gardens is comparable to last year and recognises that a fair proportion of their income is from S106 contributions and rechargeable works which are applied towards the end of the financial year.

## **Corporate & Strategic Implications**

### **Open Space Charities**

11. Many of the Open Spaces sites are registered charities. Officers have been asked to remind Members that decisions they take in relation to the relevant charity must be taken in the best interests of the charity.

### **The Corporate Plan**

12. The Open Spaces Department actively contributes to all the Corporate Plan aims:
  - Contribute to a flourishing society
  - Support a thriving economy
  - Shape outstanding environments

### **Conclusion**

13. The Open Spaces Department has progressed well in delivering its Business Plan. Its activities are helping to achieve the Department's three main objectives and Corporate Plan aims.

### **Appendices**

- Appendix 1 - High-level Business Plan 2019 -20
- Appendix 2 - 6 month performance measures

### **Background Reports**

Final Departmental Business Plan 2019/20 – Open Spaces, April 2019.

### **Gerry Kiefer**

Business Manager – Open Spaces Department

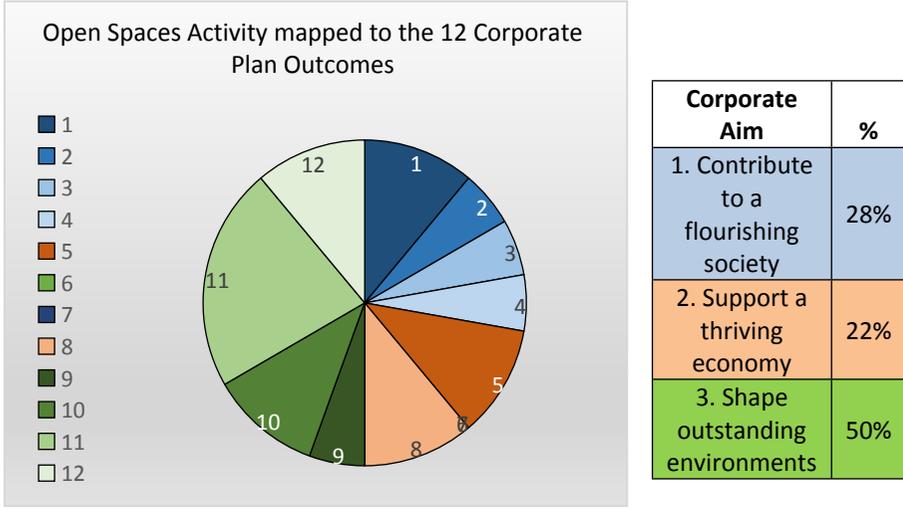
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**OUR VISION: We enrich people’s lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.**

The Department’s Business Plan Activity is mapped below to the 12 Corporate Outcomes and 3 Corporate Aims



The Department manages open spaces across London and beyond, a Cemetery & Crematorium, Keats House, the Monument & Tower Bridge.

City Gardens and the Crematorium and Cemetery operate as local authority functions funded by City’s Fund. The other Open Spaces & Keats House are Charitable Trusts and with The Monument, are funded by the City of London through City’s Cash. Tower Bridge is funded by Bridge House Estates.

Our total 2019-20 budget is:	(Expenditure) (£000)	Income £000	Net cost (£000)
<b>DIRECTORS’S LOCAL RISK:</b>			
City’s Fund	(5,013)	5,626	613
City’s Cash	(15,543)	4,422	(11,121)
Bridge House Estates	(6,435)	6,217	(218)
<b>TOTAL Director’s Local Risk</b>	<b>(26,991)</b>	<b>16,265</b>	<b>(10,726)</b>
City Surveyor’s local risk (across all funds)	(4,898)	-	(4,898)
Recharges (across all funds)	(7,345)	1,330	(6,015)
Central risk (across all funds)	(1,121)	1,522	401
<b>GRAND TOTAL ALL CHARGES</b>	<b>(40,355)</b>	<b>19,117</b>	<b>(21,238)</b>

**Our three top line objectives and twelve outcomes are:**

- A. Open spaces and historic sites are thriving and accessible.**
  - 1. Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
  - 2. London has clean air and mitigates flood risk and climate change (11)
  - 3. Our spaces are accessible, inclusive and safe (1)
  - 4. Our habitats are flourishing, biodiverse and resilient to change (11)
- B. Spaces enrich people’s lives.**
  - 5. People enjoy good health and wellbeing (2)
  - 6. Nature, heritage and place are valued and understood (3)
  - 7. People feel welcome and included (4)
  - 8. People discover, learn and develop (3)
- C. Business practices are responsible and sustainable.**
  - 9. Our practices are financially, socially and environmentally sustainable (5)
  - 10. London’s natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
  - 11. Our staff and volunteers are motivated, empowered, engaged and supported (8)
  - 12. Everyone has the relevant skills to reach their full potential (8)

**What we’ll measure:**

- Green Flags Awards & Green Heritage Accreditation
- Condition of our Sites of Special Scientific Interest
- Our negative environmental impact
- Planning influence
- Active veteran tree management
- Internet access
- Learning
- Visits to our heritage attractions
- Customer satisfaction
- Tennis participation
- Net budget
- Income generation
- Volunteering
- Apprenticeships
- Short term sickness
- Health and safety investigations

**KEY:** The numbers in brackets show how the Open Spaces Outcomes link to the twelve Corporate Plan Outcomes 2018-2023.

We will work across the Department, with colleagues in City Surveyors, Chamberlains, Town Clerks, Comptrollers, Remembrancer's, Built Environment, Community and Children's Services and with Members, partners, stakeholders and our local communities to deliver our activities which will help us achieve our Departmental objectives and outcomes.

### Departmental activity

#### **A. Open Spaces and Historic Sites Are Thriving and Accessible**

- a) Protect our heritage: developing partnership funding bids where possible (A1) (10d)
- b) Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (A1) (11b)
- c) Reduce the negative environmental impacts of our activities (A2 & C9) (11a)
- d) Engage with the local planning process to mitigate and protect against the impact of development on our open spaces (A4) (12b)
- e) Review security and access control provision (A3) (1c)
- f) Protect and enhance our sites' biodiversity and determine the 'value of our green infrastructure'. (A4) (11b)

#### **B. Spaces Enrich People's Lives**

- g) Provide a sustainable range of sports and recreational opportunities (B5) (2d)
- h) Improve the visitor and cultural offer, including the development of facilities, new technologies, customer service and a programme of events celebrating our anniversaries, historic sites and nature. (B6 & B7) (4a)
- i) Determine our 'learning offer' (B8) (3b)

#### **C. Business practices are responsible and sustainable.**

- j) Maximise the value and opportunities of our built and natural assets (C9) (10c)
- k) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (A1) (1c)
- l) Develop innovative approaches to income diversification (C9) (5c)
- m) Make more effective use of IT and technology and adopt 'smarter' ways of working (C9) (9b)
- n) Support the development of asset management plans and master plans for each site and influence the City Surveyors implementation of their operational property review (C9, C10) (12a)
- o) Maintain our regional and national influence with regard to environmental, open space, burial, heritage and tourism matters (C10) (11d)
- p) Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)
- q) Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)
- r) Commence the process for prioritisation of services to mitigate efficiencies and establish long term sustainable service provision (C9) (5c)

**Key:**

The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities are helping to achieve.

The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities are helping to achieve.

**See appendix 1 for the detail behind these synopsised Departmental activities**

#### **Corporate programmes and projects:**

In addition to those programmes and projects listed above and in appendix 1 we will support the delivery of Corporate Strategies in particular: Responsible Business Strategy, Apprenticeships, Volunteering, Education Social Mobility and the emerging strategies including: Customer Service, Climate Acti, Transport, Visitor Destination, Local Plan.

We will contribute to development of the Culture Mile.

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

Actions k), m), p) and q) particularly show how we will develop our capabilities including those of our staff and volunteers. This is also reflected within Appendix 1.

#### **The Open Spaces Cultural Values**

which staff should uphold in the course of their work are:

**Collaborative and Inclusive,  
Passionate and Driven,  
Respectful and Open  
Honest and Responsible**

## Appendix 2 - Performance Measures

PI No:	Performance Measure	2019/20 Target	2019/20 - 6 month data
1	Retaining Green Heritage Site Accreditation	13 Green Heritage Awards	13 Green Heritage Awards
2	Retaining Green Flag Awards	15 green flag sites overall band score 53% = 80+ 40% = 75 – 79 7% = 70 - 74	15 green flag sites overall band score 13% = 80+ 53% = 75 – 79 33% = 70 - 74
7	Increase the number of visits to Open Spaces Department's webpages	930,000	412,679
11	Increase tennis court usage	31,505	21,794
12	Net expenditure (OS Director local risk only)	(12,221,000)	(5,763,620)
13	Income generated (OS Director local risk)	4,184,000	2,224,893
17	Health and safety accident investigations	85%	85%

<b>Committee:</b>	<b>Date:</b>
Open Spaces & City Gardens	9 Dec 2019
<b>Subject:</b> City Gardens Update	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>
<b>Summary</b>  This report provides an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since October 2019.	
<b>Recommendation</b>  Members are asked to: <ul style="list-style-type: none"><li>• Note the report</li></ul>	

## **Main Report**

### **Finance**

1. At this stage of the financial year City Gardens are predicting a balanced budget at the end of this financial year. Members will be aware of the increasing pressure on budgets, including an anticipated reduction in the availability of Section 106 and Community Infrastructure Levy, against the background of a significant rise in the number of people using our gardens.

### **Personnel**

2. The three City Gardens horticulture apprentices are currently undertaking their finals exams and assessments. Interviews have been held for two new apprentices who will start in January. The successful candidates will be supervised by one of our current apprentices who is progressing to a level three apprenticeship. The City Gardens project management apprentice successfully completed her course in October.

### **Procurement**

3. City Gardens are due to carrying out a number of procurement exercises this financial year, these will help ensure that we continue to provide a value for money service:

- **Supply of Herbaceous plants:** this contract has been awarded to our incumbent supplier; Palmstead nurseries.
- **Soils and substrates:** tender returns for this contract will be evaluated in December.
- **Tree purchase tender:** anticipated start date is April/May 2020
- **Tree Management Database:** tenders have been assessed and a preferred supplier identified. The new system will be operational by March 2020.

### **Operational Activities**

4. **IT Transformations Project:** City Gardens have been working with a software developer to deliver a mobile application that will improve the service we provide. This app has been trialled by the Aldgate team and final improvements are being made. This will be rolling this out to all City Gardens staff in the next two months.
5. **Christmas Trees:** City Gardens are exploring options for festive trees for 2020 onwards. Options include planting and growing trees on our land, laser/ holographic trees as well as purchasing smaller real trees. Examples of artificial trees are being installed at Camden market, Kings Cross station and Paddington station. City gardens will be visiting to assess the suitability of these trees in December.
6. **Tree Strategy:** The City of London's Tree Strategy is currently being updated by Planning and City Gardens.
7. **Biodiversity Action Plan (BAP) 2020:** City Gardens have started the process of reviewing and updating the existing corporate BAP.

### **Pests and Diseases**

8. **Box Disease/ Caterpillar:** City Gardens will be continuing the box hedge replacement that was initiated last year, trialing out alternative species. The low hedge at Fen Court will be replanted with Euonymus Jean Hughes.

### **Project Updates**

9. **Guildhall Piazza:** City gardens are working with DBE to remove the defunct 'bog-garden' and to replace it with substrate/ soil and low maintenance, high impact planting.
10. **St Dunstan's in the West:** This is a City Gardens project that is funded by a grant from the Ministry of Housing, Communities and Local Government. The grant will be used to will enhance the garden with repairs to the paths, removal of defunct electrical uprighters and cabling, removal of 80-90% of the planting and replacement, new signage and turf replacement. This is due for completion by March.

11. **St Mary Aldermary:** This Churchyard paving requires extensive repairs. The boundary wall has failed due to poor design. The Historic Building Surveyor is currently considering options for the replacement of the wall. City Gardens have met with the Church and agreed to sharing the cost for repairing the paving. These works are being programmed in and will commence once faculty consent has been given.
12. **2-6 Canon Street (phase 2) Old Change Court/St Nicholas Cole Abbey:** This project is a redesign of the current area incorporating new beds and trees. It is also proposed that the area to the front of the Church (St Nicolas Cole Abbey) on Queen Victoria Street will also be planted. Completion is anticipated over early in 2020.
13. **Stonecutter Street – Goldman Sachs development:** This project is now complete except for the replacement of one tree that was removed at Goldman Sachs request. Due to post development conflict between the building and the proposed tree, it has now been agreed that this tree will be replaced by a number of new trees in nearby locations, funded by Goldman Sachs.
14. **Greening Cheapside:** Highway improvements around St Paul's tube station have commenced. The improvements remove the existing low-level beds and replace these with a new design to a raised level of 450mm to allow for additional seating. There will be two street trees included and the planting will change to herbaceous and shrub planting.
15. **Vine Street:** Highways and City Gardens are working with the developer to re-design a road scheme that will incorporate eight street trees. The design is still being developed.
16. **Puddledock Highway works:** Due to commence in Jan 2020, this will include the planting of up to four new street trees.
17. **Dukes Place:** City Gardens together with DBE are designing two planters at Dukes Place. The innovative design will act as a sustainable urban drainage scheme (SUDS), water run-off will be directed into these planters instead of straight into the sewer system.
18. **St Bartholomew's Close:** Six street trees have been planted with more to follow in 2020. Raised bronze planters are due for installation in early summer 2020 and will be planted with large multi stemmed trees and shrubs.
19. **St Bartholomew the Great:** City Gardens are working with Planning, the Church, the Diocese and, friends of City Gardens to deliver an improvement project within this Churchyard. The intended works will include the installation of a hand rail to steps, paving improvements, a new evergreen hedge and planting improvements throughout the garden. Friends of City gardens who have secured some match funding through British Land.

## Planning

20. A list of planning applications that have been received since the last Committee meeting can be found in Appendix 1.

## Community, Volunteering and Events

21. Friends of City Gardens, supported by City Gardens successfully held two corporate volunteering days. The first at Bunhill Fields with Moore Kingston Smith where gravel paths were topped up, leaves collected and mulch laid. The second at Whittington Gardens with Sanlam UK where mulch was laid and bulbs planted.

## Appendices

### Appendix 1 -Planning Application Open Spaces Consultations to 30 September 2019

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City Gardens Manager

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### Appendix 1

#### Planning Application Open Spaces Consultations to 25 November 2019

Application number	Location	Description
PT_LH/19/01038/FULMAJ	61-65 Holborn Viaduct London EC1A 2FD	Demolition of existing building structure and erection of a 55m high mixed-use building for hotel, restaurant / bar use and office workspace use, including a publicly accessible terrace at roof level (540sq.m) with hard and soft landscaping.
PT_SJW/19/00856/MDC	22 Bishopsgate London EC2N	Details of a landscaping scheme pursuant to Condition 17 of planning permission 16/00849/FULEIA dated 11.09.2017

# Agenda Item 8

<b>Committees:</b> Corporate Projects Board - <i>for information</i> Projects Sub [ <i>for decision</i> ] Open Spaces & City Gardens [ <i>for decision</i> ]	<b>Dates:</b> 29 October 2019 19 November 2019 9 December 2019
<b>Subject:</b> Senator House Garden  <b>Unique Project Identifier:</b> 11410	<b>Gateway 6:</b> <b>Outcome Report</b> Light
<b>Report of:</b> Director of Open Spaces <b>Report Author:</b> Patrick Hegarty	<b>For Decision</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<p><b>Project Description:</b> The developer of Senator House undertook works to reinstate, remodel and improve the City Corporation's adjoining Senator House Garden, and carried out protective waterproofing works to the slab beneath the Garden according to the City Corporation's requirements, wholly at the developer's cost, as consideration for the City Corporation licencing of the temporary use of the Garden as a works area for the development of Senator House. The developer entered into a licence with the City to carry out the project and all City Corporation costs, such as City Surveyor, City Solicitor and Open Spaces staff time, were recharged to the developer.</p> <p><b>RAG Status:</b> Green (Green at last report also)</p> <p><b>Risk Status:</b> Low (Low at Gateway 5 also)</p> <p><b>Costed Risk Provision Utilised:</b> 0</p> <p><b>Final Outturn Cost: £500,000 plus VAT</b></p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b></p> <p>1. Members are asked to approve the content of this Outcome Report, and that the Project will be closed.</p>

v.April 2019

### 3. Key conclusions

A high-quality public garden, with improved access, seating and planting, was constructed by the developer of Senator House following their use of the City's site as a works area for the redevelopment of the adjacent Senator House. A short extension of the original licenced period for the works was agreed to accommodate snagging works.

The improvement works have improved access and helped resolve a long-standing issue of the previous garden being underutilised as it was perceived as a private space belonging to Senator House. Other benefits include:

- facilitating investment in a City freehold office building;
- the introduction of sustainable urban drainage in the garden;
- mitigating the additional maintenance of the improved site through the introduction of automatic irrigation and an agreement with the developer to assist in the cleansing of the site.
- waterproofing the London Underground Ltd (LUL) structure under the garden (a responsibility of the City of London Corporation which emerged during the project development);

Early consideration of improvements to part of the adjoining Cleary Garden and the possible introduction of a sculpture were not taken forward, in light of the priority works to the LUL structure.

All the hard landscaping works were paid for and carried out by the developer and all fees, charges and City staff costs were paid for by the developer.

## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	<p>The garden re-design was originally proposed by the developer of Senator House, AG Senator House Gp Ltd. and approved by Members at Gateway 2 in February 2014. The proposals were further developed and received delegated Gateway 5 approval in September 2014. These proposals were for the temporary use of the City's Senator House Garden to facilitate the redevelopment of Senator House and the subsequent reinstatement of the garden to an improved standard. Senator House was subsequently sold on to Legal &amp; General Assurance Society (L&amp;G) who then sought similar consent, to use Senator House Garden in conjunction with their refurbishment proposals, which was the subject of an Issue report in April 2017.</p> <p>The Issue report sought approval to grant a licence to the developer for the revised works to reinstate, remodel and improve Senator House Garden and undertake protective waterproofing works to the subsoil slab beneath the garden according to the City Corporation's requirements, wholly at the licensee's cost as consideration for the temporary use of the space.</p> <p>The developer's revised detailed design proposals for the garden were approved by the Open Spaces &amp; City Gardens Committee in October 2017.</p> <p>The design works generally prepared adequately for the delivery phases. When the works were nearing completion an issue became apparent with drainage of a small part of the lawn area over the concrete slab, such that a section of the lawn was wetter than was acceptable, and this was rectified in the snagging phase by installing an additional drainage layer under part of the lawn, which was not in the original specification.</p> <p>The works were completed in August 2019.</p>
<b>5. Options appraisal</b>	<ul style="list-style-type: none"><li>• The previous layout, materials and branding gave the impression that the garden was in the private ownership of Senator House which meant the site was greatly underutilised by the public, even though it was maintained by the City. – This was addressed through redesigning the layout with improved access, the introduction of a variety of seating options, Yorkstone paving and granite kerbs to City of London standards, and improved planting. This resulted in a far more inviting garden which can accommodate many</li></ul>

v.April 2019

	<p>more visitors. Options for the design layout were considered at the early design stage and the chosen design, which was delivered, allows increased numbers of visitors to enjoy the garden, and accommodates improved movement of people through the site.</p> <ul style="list-style-type: none"> <li>• The garden paving is now drained into a sustainable urban drainage system on site. – Introducing a drainage solution to mitigate the increased area of paving was a key option to be considered and success criterion identified at Gateway 2. Two options were considered for the delivery of this objective: <ul style="list-style-type: none"> <li>– a series of small ‘raingarden’ areas in the lawns which would receive the water run-off and allow slow percolation into the ground; or</li> <li>– surface water drainage into a below ground water retention and percolation structure constructed under part of the planting.</li> </ul> </li> </ul> <p>The later was chosen as it allowed greater amenity usage through not losing lawn space for visitors to sit on the grass.</p> <ul style="list-style-type: none"> <li>• During the course of development of the licence for L&amp;G to use Senator House Garden, it emerged that the City is responsible for the maintenance of the LUL structure under the garden. The City’s Engineer advised that in order to avoid future disruption and cost, this structure needed to be waterproofed ahead of the garden improvement works.</li> <li>• Officers had originally considered that an additional obligation to improve the adjoining part of Cleary Garden could be included in the licence. However, undertaking the waterproofing work was considered a greater priority to be funded by L&amp;G in conjunction with the Senator House Garden reinstatement.</li> <li>• The link with Cleary Garden was however considered in the new design, which allows for a connection to be made with Cleary Garden as part of any future improvements, subject to funding. In addition, the design improvements to Senator House Garden included a pergola for climbing plants, reflecting the pergola in the adjacent Cleary Garden.</li> <li>• The addition of a suitable sculpture was identified at Gateway 2 as an option to be considered but was not a success criterion and was not seen as a priority. In the negotiations with L&amp;G the option of a sculpture was not pursued given the additional costs incurred in the works associated with the LUL structure.</li> </ul>
<p><b>6. Procurement route</b></p>	<p>Terms were agreed with L&amp;G for it to procure, carry out and pay for all design, materials and installation needed for the reinstatement</p>

	<p>of Senator House Garden and waterproofing of the London Underground slab which is beneath the garden. The terms agreed with L&amp;G were subject to obtaining LUL's consent under the terms of the City' Lease dated 9th June 2009. L&amp;G obtained this consent and paid the associated fees and consent charges to LUL.</p> <p>L&amp;G also paid the City Corporation's fees in documenting the necessary licences.</p> <p>The planting was carried out by the City Gardens team. All City Gardens costs, as well as City Surveyor and City Solicitor staff costs, were recharged to L&amp;G.</p> <p>This scheme was essentially a developer design and build process with key objectives for delivery defined in the licence which the developer had entered into with the City. Generally, this worked very well as ultimately the developer was required to deliver a scheme to the City's satisfaction.</p>
<p><b>7. Skills base</b></p>	<p>The in-house project team had the necessary skills to ensure the project was delivered satisfactorily. This included appraisal and challenge of the design details and monitoring the works delivered by the developer under licence. Clearly setting out the City's requirements in the licence proved particularly important towards the end of the project, so that officers were able to ensure the garden was delivered to an acceptable standard, after the developer had enjoyed use of the site.</p>
<p><b>8. Stakeholders</b></p>	<p>Stakeholders were identified and engaged through regular meetings, emails, site visits and statutory planning consultation throughout the development of the scheme. In addition, the developer produced illustrative site hoarding panels ahead of delivering the site improvements. The key stakeholders were:</p> <ul style="list-style-type: none"> <li>• L&amp;G and their tenants at Senator House,</li> <li>• The City Surveyor (Senator House is a City freehold investment property) and</li> <li>• London Underground.</li> </ul> <p>Other stakeholders included internal City consultees such as:</p> <ul style="list-style-type: none"> <li>• the Access Officer,</li> <li>• Planning (particularly with regard to sustainable drainage),</li> <li>• the City's Engineer,</li> <li>• City Solicitor and</li> <li>• City Gardens team responsible for the adjacent Cleary Garden, (public access to Cleary Garden was maintained throughout, however scaffolding was installed under licence there, during the refurbishment of the building.)</li> </ul>

	Positive relationships were developed with L&G and their tenants during the project and the effort put into achieving the finished high-quality garden and ongoing site cleansing arrangements, are testament to the work which went into these relationships. Access was maintained to the building throughout the garden project.
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## Variation Review

<b>9. Assessment of project against key milestones</b>		<b>Commencement on site</b>	<b>Duration</b>
	G2	2 <sup>nd</sup> half of 2014	Not specified
	G5	Autumn 2014	9 months
	Issue Rpt.	No later than 31 March 2017	18 months
	Outturn	19 July 2017	25 months

- At Gateway 2 – The garden project details were subject to an agreement to be negotiated between the City of London and the developer. It was anticipated the developer would begin works on their building, Senator House, in the second half of 2014 and the garden improvement works would follow on from that, however the length of the combined period for temporary usage of the site by the developer and the garden reinstatement period were not estimated at this stage.
- At Gateway 5 – Works were anticipated to take place in autumn 2014 subject to completion of the licence and the developer’s programme. The terms of the draft licence at that time allowed the developer 9 months to complete the works. The Gateway 5 report was approved under delegated authority (confirmed on 29 September 2014) and on 30 September the City was informed by the developer that they had pressed pause on the scheme as they were considering sale of the property. The licence and the detailed programme were not finalised, and the project was moved to ‘amber’ in a project updates report.
- Issue Report – Following the sale of the building the City was approached by the new owner, seeking to negotiate a new licence agreement for the project. This was the subject of the Issue Report in which it was anticipated the licence was to start from a date to be agreed, but no later than 31 March 2017 and to expire in autumn 2018. There was a few months slippage due to further negotiation as the heads of

	<p>terms of the licence were progressed to a signed licence, and the garden was closed from 19 July 2017. The temporary usage of the site by the developer, and the garden reinstatement project licence was for a period of 18 months construction plus a planting period (19 July 2017 - 31 March 2019 in total).</p> <ul style="list-style-type: none"> <li>• From the start of March 2019, the garden was accessible to the public. The developer’s licence was extended to 31 May 2019, to allow their contractor to carry out rectification works following snagging. Other soft landscape rectification subsequently carried out by the City Gardens team; all works were completed in August 2019.</li> </ul>
<p><b>10. Assessment of project against Scope</b></p>	<p>The scope of the project was modified to take advantage of having most of the site cleared to waterproof the LUL tunnel structure. Whilst the structure was already uncovered it was possible to carry out the waterproofing without impacting on the project timescale.</p> <p>This was carried out at the developer’s cost, without impacting on the quality of the garden reinstatement.</p>
<p><b>11. Risks and issues</b></p>	<p>Ahead of practical completion, the site was inspected by officers in December 2018 and issues identified with the quality of the hard landscape works, which were rectified in February 2019. The licence for the works was extended to enable the rectification works to proceed, in consultation with the City Surveyor and City Solicitor.</p> <p>From the start of March 2019, the garden itself, including seating, was accessible to the public, although the planting had to be delayed due to drainage issues identified when tree planting began in the topsoil areas installed by the developer’s contractor. These issues were investigated, and rectification works were carried out by the developer's contractor and approved by the City Gardens Manager.</p> <p>These issues of the quality control of the contractor’s work were not monitored sufficiently by the developer’s landscape architect and officers had to spend time following up issues that did not meet the specification standards. Additional officer time incurred, including, investigating the non-compliance issues, monitoring the rectifications and extending the licence, was recharged to L&amp;G.</p> <p>Two trees were retained on the site during the works and their health was identified as a risk, which was mitigated by regular inspection and watering as necessary.</p>

v.April 2019

	<p>No costed risks were identified for this project. Overall the risks on this project were managed by passing responsibility for the design and build of the project on to the developer through the licence, which they needed in order to enjoy the temporary use of the site to facilitate works to their building. At the same time the City reserved approval of the garden design and the quality of the garden construction to the Open Spaces and City Gardens Committee, which was monitored by the City Gardens team. In addition, the developer had to meet the requirements of the planning permission for the project and the waterproofing of the LUL structure was subject to a licence from LUL.</p>
<p><b>12. Transition to BAU</b></p>	<p>Consideration of the transfer from the construction phase to business as usual (BAU) was considered at the earliest stages of the project. Measures taken included the involvement of the City Gardens team in the design, inspection and delivery of the project so that they were able to take on maintenance of the soft landscaping from installation and the routine maintenance of the hard landscaping from completion.</p> <p>A new water supply and an irrigation system was installed as part of the works, which will help offset the maintenance of the increased areas of ornamental planting.</p> <p>As part of the terms of the licence the building owners agreed to take on routine litter picking of the garden, in recognition that the refurbished garden would attract many more visitors.</p> <p>The City Solicitor is dealing with the provisions of warranties by the contractors and professional team who were employed by L&amp;G. Comments have been made on the draft warranties and L&amp;G's solicitors are arranging for the warranties to be signed.</p>

**Value Review**

<p><b>13. Budget</b></p>	<table border="1"> <tr> <td data-bbox="491 1559 778 1637"><i>Estimated Outturn Cost (G2)</i></td> <td colspan="2" data-bbox="778 1559 1369 1637">£500k-£1M</td> </tr> <tr> <td data-bbox="491 1675 778 1753"></td> <td data-bbox="778 1675 1082 1753"><i>At Authority to Start work (G5)</i></td> <td data-bbox="1082 1675 1369 1753"><i>Final Outturn Cost</i></td> </tr> <tr> <td data-bbox="491 1753 778 1832"><i>Total</i></td> <td data-bbox="778 1753 1082 1832">£385,000 plus fees<sup>†</sup></td> <td data-bbox="1082 1753 1369 1832">£500,000 plus VAT<sup>‡</sup></td> </tr> </table> <p><sup>†</sup>At <u>Gateway 5</u> (delegated), no City of London funding was requested as the project was to be undertaken and fully funded by</p>		<i>Estimated Outturn Cost (G2)</i>	£500k-£1M			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Total</i>	£385,000 plus fees <sup>†</sup>	£500,000 plus VAT <sup>‡</sup>
<i>Estimated Outturn Cost (G2)</i>	£500k-£1M										
	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>									
<i>Total</i>	£385,000 plus fees <sup>†</sup>	£500,000 plus VAT <sup>‡</sup>									

	<p>the developer. An estimate in 2014 by the then developer, of the costs of their delivering the project at G5, was £385k plus fees.</p> <p>‡<u>Outturn</u> L&amp;G have confirmed that the cost of their delivering the project was £500,000 plus VAT. This comprises Works of £350,000, and professional fees and licences of £150,000.</p> <p>A Final Account for this project has not been verified by the Chamberlain’s Financial Services division.</p>
<b>14. Investment</b>	Not applicable
<b>15. Assessment of project against SMART objectives</b>	<p>Whilst SMART Objectives were not specifically identified in the 2014 G5 report, the project has delivered against most of its stated objectives.</p> <ul style="list-style-type: none"> <li>• Improvement of the appearance and amenity of the garden;</li> <li>• Provision of safe public access to the garden;</li> <li>• Increased opportunities for seating;</li> <li>• Clearer identity of the garden as a publicly accessible space.</li> </ul> <p>In prioritising the waterproofing works, the additional access to Cleary Garden from Senator House Garden was not delivered, but the new layout of the paths in Senator House Garden facilitates linking the two gardens in the future, subject to funding.</p>
<b>16. Key benefits realised</b>	<ol style="list-style-type: none"> <li>1. Licencing the temporary use of the garden as a works area facilitated the redevelopment of the adjacent office building.</li> <li>2. The provision of a high-quality garden improved the building setting and access in support of City business.</li> <li>3. The redeveloped 614m<sup>2</sup> garden, designed to City standards, provides access to an attractive, better laid-out garden for the growing population of City workers, visitors and residents, with a mix of seating opportunities where there was no seating previously.</li> <li>4. The project provides natural areas for increased biodiversity, including additional trees and underplanting.</li> <li>5. The redirection of the garden paving drainage into the soil profile and sustainable urban drainage system (SUDS), reduces flows into the City’s combined drainage and sewer system.</li> <li>6. Mitigation of the longer-term maintenance requirements of the garden through the introduction of automatic irrigation and an agreement from the developer that they will carry out litter collection on site.</li> <li>7. In addition to the potential benefits identified at Gateway 2, having the LUL structure exposed during the works allowed waterproofing to take place in support of the City’s responsibility for maintaining the structure.</li> <li>8. The project was delivered at no cost to the City of London Corporation.</li> </ol>

## Lessons Learned and Recommendations

<p><b>17. Positive reflections</b></p>	<p>There was a high degree of close partnership working with the developer throughout the project which helped keep the essential improvements identified for the garden, whilst accommodating variations such as the waterproofing of the LUL structure, despite the significant additional LUL charge, fees and works costs involved. In addition, the developer entered a cleansing licence to help maintain the site. Given the shallow nature of much of the garden, over the LUL structure, this was a difficult site to get to drain properly but despite this we managed to introduce a sustainable urban drainage system(SUDS) and gained experience in the process.</p> <p>The design changes we made to the garden have made it a welcoming and recognisably public space which is already attracting far more visitors than it did previously. The additional maintenance of the garden is offset by the introduction of automatic irrigation and the developer's cleansing licence.</p> <p>A high level of support was provided to the project team by the City Surveyor and City Solicitor officers, particularly with regard to the licences negotiated.</p>
<p><b>18. Improvement reflections</b></p>	<p>The issues of the quality control of the contractor's work was not monitored sufficiently by the developer's landscape architect, and officers had to spend time following up issues that did not meet the specification standards, in particular, masonry and drainage issues, at the snagging stage. This caused a delay but was overcome and a good quality scheme has been provided.</p> <p>On reflection it would have been better if the topsoil was laid by the City Gardens team rather than the developer's contractor, as it would have provided an additional opportunity to control quality at an earlier stage.</p>
<p><b>19. Sharing best practice</b></p>	<p>The experience of developing a sustainable urban drainage system in such a restricted location will help inform future garden drainage projects and can also be shared with City Public Realm colleagues on Highways sites.</p>
<p><b>20. AOB</b></p>	<p>None</p>

## **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Plan of Senator House Garden
<b>Appendix 3</b>	Photographs of Senator House Garden

## **Contact**

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<b>Telephone Number</b>	020 7332 3516

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# Project Coversheet

## [1] Ownership & Status

UPI: 11410

**Core Project Name:** Senator House Garden

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Patrick Hegarty

**Definition of need:** The developer of Senator House is to reinstate, remodel and improve Senator House Garden and undertake protective waterproofing works to the slab beneath the garden according to the City Corporation's requirements, wholly at the developer's cost, as consideration for licencing their temporary use of the garden as a works area for the development of the adjoining Senator House.

**Key measures of success:** Redesign of Senator House Garden to a high standard to encourage greater use of an underutilised site.

Waterproofing of the LUL structures underlying the garden.

**Expected timeframe for the project delivery:** All works completed August 2019.

### Key Milestones:

- Gateway 2 report February 2014
- Delegated Gateway 5 approval September 2014
- Issue report April 2017 seeking authority to enter into a licence for the use of the site and subsequent redevelopment subject to planning permission and design approval.
- Developer took possession and closed the site to the public July 2017, under licence
- Detailed design approved by Open Spaces & City Gardens Committee October 2017
- Practical completion achieved – site reopened to the public March 2019
- All snagging and planting finished August 2019

**Are we on track for completing the project against the expected timeframe for project delivery?** Yes - Completed

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

No

## [2] Finance and Costed Risk

### Headline Financial, Scope and Design Changes:

#### 'Project Proposal' G1/2 report (as approved by PSC 25/02/14):

- Total Estimated Cost: £500k to £1M
- Resources to reach next Gateway (excluding risk): 0
- Spend to date: 0
- Estimated Programme Dates: Works to begin by end 2014; completion date subject to proposal development.

*Scope/Design Change and Impact:* None

#### 'Authority to start Work' G5 report (delegated approval 29/09/14):

- Total Estimated Cost: £385k plus fees
- Resources to reach next Gateway (excluding risk): 0
- Spend to date: 0
- Costed Risk Against the Project: 0

- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: Works to begin in 2014, subject to a licence being negotiated.

The developer of Senator House sold the property and the project at Senator House Garden was put on hold in 2014.

Senator House was subsequently bought on behalf of Legal & General, who sought a similar consent to use Senator House Garden and reinstate the site. This was the subject of an Issue Report which received delegated approval in April 2017.

*Scope/Design Change and Impact:* The Issue Report highlighted the need to carry out waterproofing works to the London Underground Ltd structure under the garden ahead of reinstating the garden. All works to be fully funded by L&G.

**Total anticipated on-going commitment post-delivery [£]:** Cost neutral. The garden is being maintained within existing revenue budgets. – The additional maintenance of a higher quality garden, is mitigated by the introduction of an irrigation system as part of the works and the additional litter clearance, resulting from attracting more visitors, is mitigated by having entered an agreement with the developer for them to carry out litter picking on the site.

**Programme Affiliation [£]:** Not applicable

## Appendix 2 Plan of Senator House Garden



### LEGEND

- |   |                         |    |  |
|---|-------------------------|----|--|
| 1 | Pergola                 | 7  | Planting beds                            |
| 2 | Senator House entrances | 8  | Amenity lawn                             |
| 3 | Pre-existing trees      | 9  | Cleary Garden                            |
| 4 | Stone seating           | 10 | Yorkstone paving                         |
| 5 | Timber seating          | 11 | Potential future access to Cleary Garden |
| 6 | Light-wells             |    |  |

Appendix 3  
**Photographs of Senator House Garden**

Before project commencement:



After project completion:







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<b>Committee:</b>	<b>Date:</b>
Open Spaces & City Gardens	09 December 2019
<b>Subject:</b> 2020/21 Events Fees and Charges – City Gardens	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>
<b>Summary</b>	
<p>This report proposes that the fees and charges for events that are held in City Gardens sites throughout the 2020/21 financial year are increased by 3%.</p>	
<b>Recommendation</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"><li>• Approve the proposed 2020/21 fees and charges as set out in Appendix 1 of this report.</li></ul>	

## Main Report

### **Background**

1. The City Gardens Team processes requests from members of the public, charitable groups and corporate organisations to hold events within its gardens.
2. Members approved the updated City Gardens Events Policy in July 2018. The policy does not need reviewing, however the Fees and Charges that are laid out in appendix 1 of that report are intended to be reviewed on an annual basis.

### **Current Position**

3. The hire of City Gardens sites generates a small income that is used to contribute towards the maintenance cost of our sites and staff resources. In 2018/19 £7,000 was generated and at time of writing it is anticipated that a similar amount will be generated for the 2019/20 financial year. The most popular type of event continues to be wedding photography and associated celebrations with up to 50 participants.
4. Facilitating events has an impact not only on the gardens but also staff resources within the City Gardens team. Whilst the total amount of income delivered is relatively low, this is a service that is important to our communities

and needs to be financially sustainable and contribute towards the maintenance and upkeep of our gardens.

## Proposals

5. It is proposed to increase Fees and Charges by 3% and then rounded up to the nearest £5. This percentage equates to the rise in staff salary increases, which presents much of the cost to the City in facilitating events.
6. This increase will be applied across the board to all Fees and Charges apart from deposit fees that will not be increased.
7. This increase will be implemented from 1<sup>st</sup> April 2020.

## Corporate & Strategic Implications

8. The provision of a well-designed events programme supports a number of key City of London Corporate Plan outcomes as follows:
  - 4. Communities are cohesive and have the facilities they need.
  - 12. Our spaces are secure, resilient and well-maintained.
9. It also supports a number of outcomes in the Open Spaces Departmental Business Plan:
  - Our open spaces, heritage and cultural assets are protected conserved and enhanced.
  - Our practices are financially, socially and environmentally sustainable.

## Implications

10. **Financial Implications** - The financial implications are contained within the body of the report.
11. **Legal Implications** - - Section 7 of the City of London Corporation (Open Spaces) Act 2018 authorises the City to impose charges for temporary use of part of an open space for an event or for admission to an open space area where access is restricted for an event, and requires that the power be exercised in accordance with the relevant policy. Paragraph 15.8 of the Open Spaces Event Policy 2018 makes provision for the charges and also provides that the schedule of charges will be reviewed annually. The exercise of the charging power and the review of charges is in accordance with the 2018 Act and the Policy.

## **Conclusion**

12. Events held in City Gardens are important to our communities. The proposed increase in Fees and Charges reflects increased costs, enables us to continue to facilitate events in a sustainable manner and provides a small amount of income that contributes towards maintaining our gardens and our staff resources.

## **Appendices**

- Appendix 1 - Proposed Fees and Charges for 2020/21

## **Background Papers:**

City Gardens Event Policy– Open Spaces and City Gardens Committee, 16 July 2018

## **Jake Tibbetts**

City Gardens Manager

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Fee Type	2019/20	2020/21	Uplift
<b>Wedding/Other photography</b>			
Wedding/Other photography for 2 hours	£172	£180	3%
<b>Private Hire, Weddings &amp; Civil Partnerships</b>			
Basic Hire Fee			
1st hour (between hours of 8am – 6pm)	£319	£330	3%
Subsequent hours	£147	£155	3%
½ day (8am – 1pm) (1pm – 6pm) £862	£905	£935	3%
Full day (8am – 6pm) £1,561	£1,639	£1,690	3%
Each additional full day (if the same event) – please state number of additional days Per Day	£819	£845	3%
Required set up / de-rig time outside of the event hire time – per hour.	£147	£155	3%
Damage deposit (£500 or 23% hirefee whichever is the greater)	£500 or 23%		
<b>Commercial/corporate events</b>			
Application Fee	£172	£180	3%
Basic Hire Fee			
Per hour (between hours of 8am – 6pm)	£147	£155	3%
½ day (8am – 12noon) (1pm – 6pm)	£733	£760	3%
Full day (8am – 6pm)	£1,467	£1,515	3%
Ticketed events 13% of receipts additional to basic hire fee	£0		
Additional event day	£819	£845	3%
Set up/clear away per day per hour	£147	£155	3%
Booking Deposit (£500 or 23% hire fee whichever is the greater)	£500 or 23%		
Damage deposit (£500 or 23% hirefee whichever is the greater)	£500 or 23%		
<b>Non-profit/charity events</b>			
Basic Hire Fee			
1st hour (between hours of 8am – 6pm)	£171	£180	3%
Subsequent hours	£110	£115	3%
½ day (8am – 1pm) (1pm – 6pm) £862	£555	£574	3%
Full day (8am – 6pm) £1,561	£1,161	£1,200	3%
Each additional full day (if the same event) – please state number of additional days Per Day	£581	£600	3%
Required set up / de-rig time outside of the event hire time – per hour.	£110	£115	3%
Damage deposit (£500 or 23% hirefee whichever is the greater)	£525	£545	3%
<b>Corporate Volunteer Days</b>			
Application Fee	£172	£180	3%
Corporate volunteer days per head per day	£58	£60	3%

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