



West Ham Park Committee

Date: MONDAY, 8 APRIL 2019

Time: 12.15 pm, or on the rising of the Open Spaces and City Gardens Committee, whichever is later.

Venue: COMMITTEE ROOMS - SECOND FLOOR WEST WING, GUILDHALL

Members: Graeme Smith (Chairman)
Oliver Sells QC (Deputy Chairman)
Catherine Bickmore (External Member)
Robert Cazenove (External Member)
Caroline Haines
Alderman Ian Luder
Wendy Mead
Barbara Newman
Justin Meath-Baker (External Member)
Richard Gurney (External Member)
Cllr Joy Laguda MBE (External Member)
Cllr Rachel Tripp (External Member)
Jeremy Simons
Deputy John Tomlinson
Rev'd Canon Alex Summers (External Member)

Enquiries: Richard Holt
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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

1. **APOLOGIES**

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

3. **MINUTES**

To agree the minutes and non-public summary of the meeting held on 4 February 2019.

For Decision
(Pages 1 - 8)

4. **BREXIT UPDATE**

The Director of Open Spaces to be heard.

For Information

5. **PARK MANAGER'S UPDATE**

Report of the Superintendent of Parks and Gardens.

For Information
(Pages 9 - 10)

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

Report of the Director of Open Spaces.

For Decision
(Pages 11 - 62)

7. **FINAL DEPARTMENTAL HIGH-LEVEL BUSINESS PLANS 2019/20 - OPEN SPACES DEPARTMENT**

Report of the Director of Open Spaces.

For Information
(Pages 63 - 72)

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

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

10. **EXCLUSION OF THE PUBLIC**

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

For Decision

Non-Public Agenda

11. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 4 February 2019.

For Decision
(Pages 73 - 74)

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

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

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WEST HAM PARK COMMITTEE **Monday, 4 February 2019**

Minutes of the meeting of the West Ham Park Committee held at Committee Rooms
- Second Floor West Wing, Guildhall on Monday, 4 February 2019 at 1.45 pm

Present

Members:

Catherine Bickmore
Robert Cazenove
Justin Meath-Baker
Jeremy Simons
Deputy John Tomlinson
Rev'd Canon Alex Summers

Officers:

Richard Holt	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Laura Simpson	- Town Clerk's Department
Alison Elam	- Group Accountant, Chamberlain's Department
Michael Bradley	- City Surveyor's Department
Colin Buttery	- Director of Open Spaces & Heritage
Martin Rodman	- Superintendent, West Ham Park and City Gardens
Lucy Anne Murphy	- West Ham Park Manager

1. APOLOGIES

Apologies were received from the Chairman Graeme Smith, Deputy Chairman Oliver Sells, Caroline Haines, Alderman Ian Luder, Wendy Mead, Barbara Newman and Richard Gurney.

In the absence of Chairman and Deputy Chairman the Committee agreed that Jeremy Simons, as the most senior Member of the Court of Common council in attendance, take the chair for the remainder of the meeting. The Chairman introduced the new representative nominated by the Parish of West Ham the Rev'd Canon Summers and welcomed him to his first meeting of the West Ham Park Committee.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations.

3. MINUTES

RESOLVED- that the public minutes and non-public summary of the meeting held on 10 December 2018 be approved as a correct record.

Matters Arising

Newham representatives on the West Ham Committee

The Chairman noted that the representatives nominated by the London Borough of Newham appointed to the West Ham Park Committee were not present and questioned if there was any progress with the appointment of the second Newham representative. The Superintendent of Parks and Gardens replied that while Councillor Joy Laguda and Councillor Rachel Tripp remained Members of the Committee and the West Ham Park Manager was in contact with London Borough of Newham to confirm a replacement for Councillor Joy Laguda which was yet to be confirmed. The Chairman queried adjusting the number of representatives from the London Borough of Newham should be considered.

4. ACTIONS

The Committee received a report of the Town Clerk on the public actions from the last meeting.

RESOLVED- that the report be noted.

5. ANNUAL REVIEW OF TERMS OF REFERENCE

The Committee considered a report of the Town Clerk on the annual review of the West Ham Park Committee's Terms of Reference. The Chairman queried whether the Committee's Terms of Reference should be amended at this time to allow an alternative representative in place of one of the London Borough of Newham representatives, consistent with the original conveyance from the Gurney family. The Director of Open Spaces highlighted the effect the Will of the late John Gurney had on the Committee's Terms of Reference which may limit the scope of adjustment which can be made. The Chairman decided that a further year be given to assess whether the number of representatives from Newham was appropriate.

It was questioned by a Member whether a specific mention of nursery land was required within the Committee's Terms of Reference. The Director of Open Spaces confirmed that the nursery land was contained within the curtilage of West Ham Park and therefore did not feel a specific addition in the Terms of Reference was required.

It was raised that Robert Cazenove was incorrectly designated 'Heir at Law', within the Terms of Reference, and confirmed that this should be corrected to designate Richard Gurney as the 'Heir at Law'.

RESOLVED-that: -

- I. That the terms of reference of the West Ham Park Committee, subject to the comments made, be approved for submission to the Court of Common Council in April; and
- II. That any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

6. SUPERINTENDENT'S UPDATE

The Committee received a report of the Superintendent of Parks and Gardens which updated Members on management and operational activities at West Ham Park since December 2018. The West Ham Park Manager highlighted, further to the actions from the minutes of the previous meeting, that the cricket nets were now bookable on an hourly rate and via an online portal.

RESOLVED- that the report be noted.

7. WEST HAM PARK PLAYGROUND REFURBISHMENT

The Committee considered a report of the Director of Open Spaces regarding the proposed plans for the West Ham Park Playground Refurbishment. The Director of Open Spaces explained that, further to advice received from the Chamberlain, the potential total estimated costs of the project had increased to £1,234,775 which represented a shortfall cost of £773,200. Further to this it was highlighted that the different options listed within the report had different funding implications on the amount required to be sourced outside of the City of London Corporation.

A Member noted that they were thankful for the work by Officers to bring the report to Committee but suggested it would be helpful to view the project plans in a colour printed copy or projected on a screen. The Director of Open Spaces agreed with this point and apologised for the oversight.

It was questioned by a Member of the Committee if the proposed improvements to the toilets at West Ham Park would have an impact on the refurbishment of the playground and consequently effect the cost of the project. The Director of Open Spaces replied by explaining that the City Surveyor had allocated differing amounts within the proposed plans for the toilet improvements but that these had all been accounted for. A Member queried the reasoning for the legal implications of the project being considered a high risk. The Director of Open Spaces clarified the reason why the legal implications were considered a high risk was that, while it was not expected to be rejected, the playground refurbishment was subject to planning approval by the London Borough of Newham.

A Member asked whether any consideration had been given within the procurement methodology to reusing existing playground equipment within the refurbished playground and natural play. Further to this point the Member suggested the use of tree trunks converted to playground equipment by local people. The Chairman commented that the use of natural play equipment may have implications on health and safety issues for the playground. The Director of Open Spaces explained that six pieces of equipment, which were in good condition, had been reused within the plans for the refurbished playground. In addition, it was clarified that natural play features, such as logs and boulders, were included in the equipment list for the new playground.

A Member raised concerns on the allocation of space within the designs, in 'Option 3', for children of different ages to play without causing conflict and overcrowding. The Director of Open Spaces clarified while some space segmentation for different ages was incorporated in the playground design it was also important to allow children to play together. It was also highlighted that the designs had speed reduction mechanisms in place which mitigated overcrowding issue.

RESOLVED- that: -

- I. It is agreed that Play Option 3 (Enlarging the footprint of the playground) with Water Play Option A (installing a new water play facility with hand operated water fountains) is progressed at a total estimated cost of £1234,775 (noting risk against the project); and
- II. Members noted that progression of this scheme is subject to the identification of external funding of up to £350,000 and a request to the Resource Allocation Sub and Policy and Resources Committees for an allocation of funding to meet the remaining shortfall estimated at £773,200 from the 2018/19 City's Cash provision for new schemes; and
- III. That a budget of £50,500 for fees and staff costs to reach the next gateway, funded via a further allocation of £10,775 from local risk, along with the reallocation of unspent funds of £39,725 from Gateway 2 to enable the project to reach the next gateway is approved; and
- IV. The new project budget of £65,775 is noted.

8. BRINGING COMMUNITIES TOGETHER EVENT FEEDBACK AND PROPOSAL FOR 2019

The Committee received a report of the Director of Open Spaces regarding the 'Bringing Communities Together' 2018 event and the proposed details of the 2019 event. The West Ham Park Manager introduced the report and highlighted to Members that the 2019 event was proposed to be extended by half a day.

A Member questioned the extended length of time it had taken for the report to be produced by Officers. The Director of Open Spaces replied that further time was required to collate all the information essential for the report to provide Members with a complete picture of the issue.

A Member of the Committee raised the issue of under representation of different faiths amongst the organisations connected to the event and questioned if other organisations had been approached. The Director of Open Spaces confirmed that local organisations representing a variety of faiths had been approached but, due to various issues including funding, only those listed within the report were able to be included. The Rev Cannon Alex Summers commented that he would look into the prospect of increasing the involvement of the Parish of West Ham with any future 'Bringing Communities Together' events.

A Member highlighted the issue of sustainability and suggested that the City of London Open Spaces department do more to encourage this with reference to the 'Bringing Communities Together' 2019 event. The Director of Open Spaces

confirmed that the department had worked to educate visitors on the use of public transport and highlighted the fee for using the car park.

A Member questioned if the number of rides was too high for the event. The Director of Open Spaces replied to this confirming that the number of rides had been limited at sixteen and further requests by the provider had been refused. Further to this a Member asked what effect the rides would have on the condition of the park highlighting the impact that rainfall and the rides could have on the grass at the park. The Director of Open Spaces explained that ride provider used temporary surfaces which mitigated the effect of the rides on the Park's surfaces by spreading the load of the rides more evenly.

A Member questioned if the event caused the park to exceed the capacity of West Ham Park. Replying to this the Director of Open Spaces clarified that the event was expected to have between five hundred and six hundred visitors whereas West Ham Park has been used for a school sports day which involved around seven thousand children and therefore the event would not exceed the Park's capacity. In addition, the Director of Open Spaces highlighted that the plans for the 2019 'Bringing Communities Together' had an allocated area of the Park, the rest of the Park would remain as free space. Following this a Member noted the possible disturbance caused by the event and questioned when the rides were required to close. The Director of Open Spaces confirmed that the event would close at 8pm and ride providers would vacate promptly after this time.

RESOLVED- that: -

- I. proposal to repeat the event in 2019 is agreed; and
- II. that authority be delegated to the Superintendent to finalise details of the 2019 event, event fee (including deposit and reinstatement), cancellation policy and pricing structure for fairground rides, food and other items to be sold by stall holders.

9. **TREE PESTS AND DISEASES: OAK PROCESSIONARY MOTH URGENT UPDATE**

The Committee received a report of the Director of Open Spaces which provided an update on the challenges being faced due to the spread of Oak Processionary Moth (OPM) across the Open Spaces in the care of The City of London. The Director of Open Spaces introduced the report by explaining that the report had been considered at other Committees listed on the report and highlighted the work which had taken place at other Open Spaces in the care of the City of London. It was highlighted that while the OPM was not yet present at West Ham Park, it was expected to be an issue going forward.

A Member highlighted the potential impact on the health of dogs which could be caused by the OPM and questioned what actions were being taken to educate dog owners on these issues. The Director of Open Spaces explained that work had taken place in conjunction with the Forestry Commission and noted that the City of London Corporation website included links to the Forestry Commission's website which had extensive guidance on OPM. In addition to this it was

explained by the Director of Open Spaces that the Forestry Commission had contacted veterinarians and general practitioners to inform them of the possible impacts of OPM. Following a point raised by the Chairman, the Director of Open Spaces informed the Committee that signs present at West Ham Park would note the danger of OPM to dogs.

RESOLVED- that the report be noted.

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

The Committee considered one question in the public session.

A Member noted that the report considered at Item 7 did not provide enough background on the context of West Ham Park and the London Borough of Newham highlighting the importance of the Park to the Community. Further to this the Member suggested a supplementary document be added to the report when it is considered by the Projects Sub-Committee to provide Members with more contextual information which would be helpful when considering the report. The Director of Open Spaces explained, while officers were limited by the structure of the project report, there was an explanatory paragraph on page sixteen of the Agenda. The Director confirmed that an equality impact analysis be added to report when it is considered by the Projects Sub-Committee.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.

There was no other business.

12. EXCLUSION OF THE PUBLIC

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

13. NON-PUBLIC MINUTES

RESOLVED- that the non-public minutes of the meeting held on 10 December 2018 be approved as a correct record.

14. NON-PUBLIC ACTIONS

Members considered a report of the Town Clerk regarding actions arising from previous meetings.

15. SUPERINTENDENT'S UPDATE NON-PUBLIC APPENDIX

Members noted the non-public appendix to the Park Manager's Update.

16. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

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

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business considered in the non-public session.

The meeting ended at 3.00 pm

Chairman

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Committee:	Date:
West Ham Park	08 April 2019
Subject: Park Manager's Update	Public
Report of: Superintendent of Parks and Gardens	For Information
<p style="text-align: center;">Summary</p> <p>This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since February 2019.</p> <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none">• Note the report	

Main Report

Budget and Personnel

1. Expenditure for West Ham Park is anticipated to be slightly over budget for 2018/19 financial year. This is due to the implementation of the 'Sustainable Fleet and Plan Management Plan' and the inspections and repair costs associated with this.
2. The Park currently has a full complement of full-time staff. The City's overall number of apprentices is currently at capacity and therefore no further apprentice recruitment can take place. Once the opportunity arises the Park will look to replace its vacant apprentice roles.

Community, Volunteering, Outreach and events

3. Wild Schools: At a special meeting of RASC in March approval was given for additional funding to be added to the Open Spaces budget to fund the learning team going forward. This secures the role of the Wild Schools officer in West Ham Park. Over the spring the Park has been a hive of activity with soil science and stone age art classes taking place in the newly extended wildlife garden with local primary schools. This is in addition to regular forest school sessions with a local autism group and children from a Special Educational Needs class.
4. The Friends of West Ham Park applied to the City for £11,927 of funding through the 'Enjoying green spaces and the natural environment' grant fund, to improve facilities in the vegetable garden. They were successful in their bid

to add a new shed/volunteer cabin, three additional raised beds and a fruit cage. The new additions will increase their capacity to grow fruit and vegetables. The group operate regular sessions on Tuesdays and 'pop-up' sessions at weekends and are planning several events throughout 2019 to raise awareness of the garden, healthy eating and growing your own food. The Friends are also planning to hold another exhibition in the gardens for Open Garden Squares weekend in June. The exhibition will focus on the history of the Park, Dr John Fothergill and how his plant collections are reflected in the displays currently seen in the Park.

Operational activities

5. Spring has been productive in the Park and ornamental gardens. In the ornamental gardens the old New Zealand bed has been removed, soil improved and replanted with American native plants. Dr John Fothergill, the horticulturalist who once lived in Ham House sent ships to America in search of new and unusual species. The team have been working with a student from Capel Manor college to search records and ascertain what species were brought back to the Park and what species could be sourced to grow in the garden today. A number were found and will be included in the gardens design.
6. The Park keepers have been busy implementing the remainder of the south meadow project. The new path and steps are almost completed, with the new area expected to be open to the public in early April. Cricket pitch and grass renovation work has also been taking place across the Park to repair areas that were scorched during last year's prolonged hot and dry summer.
7. Playground Refurbishment project: Detailed design work has continued since Projects Sub-Committee gave its approval for the project in February. Draft applications to external funders are being prepared along with documents for planning approval.
8. Cricket: Capital Kids Cricket run the West Ham Park and Stratford Junior cricket team. They were also successful in their application to the 'Enjoying green spaces and the natural environment' grant fund. They will be delivering programmes to get women and girls more physically fit and encourage them to engage with the Park. The Park Manager is working closely with them to support the events, the first of which will take place on Mother's Day and includes a soft ball cricket competition, fun run, walk and aerobics classes happening in the Park.

Property Matters

9. Claim for Adverse Possession: At the time of writing, a third court hearing has been scheduled for the afternoon of Wednesday 27 March 2019. The Superintendent will provide a verbal update to Committee at the April meeting.

Lucy Murphy

West Ham Park Manager

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Committee:	Date:
Open Spaces and City Gardens Committee West Ham Park Committee	8 April 2019 8 April 2019
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director of Open Spaces	For Decision
Report Author: Martin Falder, Project Support Officer	

Summary

This report provides the Open Spaces and City Gardens Committee and the West Ham Park Committee with an update on the management of risks faced by the Open Spaces Department and across the City Gardens and West Ham Park division. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Management team of City Gardens and West Ham Park.

The Department has previously reported on nine departmental risks. A recent review of the risk register identified two additional risks that should be included at a Departmental level:

- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber)
- OSD 011 – Budget Reduction Summary Risk (Amber)

The existing Departmental risks are:

- OSD 001 – Health and safety (Amber)
- OSD 002 – Extreme weather and climate change summary risk (Amber)
- OSD 004 – Poor repair and maintenance of buildings (Amber)
- OSD 005 – Pests and diseases (Amber)
- OSD 006 – Impact of development (Amber)
- OSD 007 – Maintaining the City's water bodies (Red)
- OSD TBM 001 – The effect of terrorism on the tourism business at Tower Bridge and Monument (Amber)
- OSD 009 – Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act (Amber)

OSD 008 – IT System Failure (Green) is proposed for removal as a departmental risk, although it remains a divisional risk for the Cemetery & Crematorium and Tower Bridge.

There are nine risks identified for City Gardens and West Ham Park (Parks and Gardens).

Recommendation

Open Spaces and City Gardens Committee - Members are asked to:

- Note the risk scoring grid at Appendix 1
- Note the overall risk summaries at Appendix 2
- Approve the Departmental risk register as outlined in this report and at Appendix 3
- Approve the City Gardens elements of the City Gardens and West Ham Park risk register at Appendix 4
- Approve the removal of OSD 008 – IT System Failure from the Departmental risk register (see paragraph 20).
- Note the risk history report at Appendix 5

West Ham Park Committee - Members of the are asked to:

- Note the risk scoring grid at Appendix 1
- Note the Departmental risk register outlined in this report and at Appendix 3
- Approve the West Ham Park elements of the City Gardens and West Ham Park risk register as outlined in this report and in Appendix 4

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 a number of processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Open Spaces Committee is presented with relevant risk registers twice a year which fulfils this requirement.

Current Departmental Position

4. Appendix 3 shows the Departmental risks. 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'. As previously, the Departmental risk register layout, provides cross references to the relevant cross divisional risks and lists the actions which are being taken to reduce (or maintain) the risk, together with a 'latest note' on progress.
5. The Epping Forest & Commons, Hampstead Heath, Highgate Woods & Queen's Park, Port Health & Environmental Services and Culture, Heritage & Libraries Committees will receive their relevant divisional risk registers in separate reports.

No Change to Current Risk Scores

6. Six departmental risks remain unchanged from previous reports. These are explained in detail below, along with their rating and score.
7. OSD 002 – Extreme weather and climate change summary risk (Amber, 6). Climate change added to risk title to acknowledge the importance of work on this issue. Risk otherwise remains at the same level, as this is the target level.
8. OSD 004 – Poor repair and maintenance of buildings (Amber, 12). Retention of expertise on specialist buildings is vital for alleviating this risk, tying it to budgetary concerns elsewhere. Specialist subcontractors are required for many of our buildings, and access to them remains a departmental concern.
9. OSD 005 – Pests and diseases (Amber, 12). Members of the public are increasingly aware of certain pests and diseases. In the long term, awareness of public health risks such as OPM may be helpful as people are able to actively avoid them, but for now we expect increased coverage and a follow-on public relations risk.
10. OSD 007 – Maintaining the City's water bodies (Red, 16). If the necessary works are undertaken, we hope to reduce this to Amber by 2022. At present, it remains at Red.
11. OSD TBM 001 – The effect of terrorism on the tourism business at Tower Bridge and Monument (Amber, 12). Regular meetings held with the CoLP Counter Terrorism Section indicate this remains at Amber.
12. OSD 009 – Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act (Amber, 6). This remains at the current level but we intend to amend this risk in the future and transfer the sub-risks to OSD 011 – Budget Reduction Summary Risk.

Changes to Current Risk Scores

13. Two current risks were changed in this report.
14. OSD 001 – Health and safety (Amber, 8) Risk has been reassessed, but remains at Amber. We have increased the Impact but reduced the Likelihood, resulting in a net increase to the overall score (from 6 to 8). Significant H&S work has been undertaken to mitigate this risk, but we believe that the Impact rating needs to be increased to recognise the unavoidable risk involved in some aspects of our work. The current score is in line with the target score, to indicate that, while work continues and this risk will always be monitored & reported on, we accept a level of risk across our sites.
15. OSD 006 – Impact of development (Amber, 12). This item has reduced from Red to Amber (from 16 to 12) due to the careful work of members of staff on monitoring local developments. However, budget reductions resulting in reduced capacity to tackle this risk may cause it to return to Red.

New Risks

16. Two risks have been added to this report.

17. OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber, 12). This is expected to have a follow-on budget impact on the Department overall, compounding expected budget impacts, and has therefore been added to the risk register and assessed as an Amber risk.
18. OSD 011 – Budget Reduction Summary Risk (Amber, 8). Anticipated budget reductions may result in staff restructures, the reduction or cessation of services, and a commensurate public response, as non-impactful budget reduction is no longer feasible. Loss of budget will impact the quality and diversity of service provision. At present, this is assessed at Amber as the required level of budget reduction is unknown, but if reductions come in at a higher than expected level, we anticipate that this risk will escalate to Red.
19. The target scores reported to Members in July 2018 were two Red and seven Amber. The current overall position is one Red and nine Amber. The chart in Appendix 2 shows our overall risk position.

Proposal

20. It is proposed that the following risk:

- OSD 008 – IT System Failure

is removed from the Departmental risk register and relevant future Committee reports. The current risk score across the Department is Green and the target risk score is Green. It is proposed to retain this as a divisional risk at the Cemetery and Crematorium and at Tower Bridge where failure of IT can have a significant impact on business. The risk will continue to be monitored and assessed. If there are any changes which result in an amber or red assessment, or if IT becomes an issue across other divisions, reporting will be reinstated.

Current Parks and Gardens Position

21. There are nine risks identified across City Gardens and West Ham Park. Eight are amber and one is red. Five of the Parks and Gardens risks cross reference to the departmental risks. The divisional risks are:

- OSD P&G 001, Increase in Health and Safety incidents / Catastrophic Health & Safety failure (Amber, 8 – realigned with departmental risk assessment)
- OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment (Amber, 12)
- OSD P&G 003, Finance - Budget reductions implications (Amber, 8)
- OSD P&G 004, Tree Diseases and other pests (Amber, 12)
- OSD P&G 005, Climate and Weather (Amber, 12)
- OSD P&G 006, Public Behaviour (Amber, 6)
- OSD P&G 007, Population Increase (Amber, 12)
- OSD P&G 008, Major Incident resulting in prolonged 'access denial' (Amber, 8)
- OSD P&G 009, Ultra-Low Emissions Zone (Red, 24)

The detail of the individual risks is shown in Appendix 4.

22. All risks remain at the same RAG rating as previously. OSD P&G 001 has been reassessed in line with the Departmental risk rating, bringing its numerical score up

by two points. As covered in paragraph 14 of this report, we accept this level of risk across our sites.

23. One additional divisional risk has been added; OSD P&G 009 Ultra-Low Emissions Zone. This is a sub-risk in the Departmental risk register.
24. The chart in Appendix 2 shows the current Parks and Gardens risk position and the target scores.

Corporate & Strategic Implications

25. The Departmental and divisional risk registers will help us achieve the Corporate Plan 2018 – 2023 aim to:
 - Shape outstanding environments
 - Contribute to a flourishing society

Within which they will help deliver the outcomes:

- We have clean air, land and water and a thriving and sustainable natural environment.
 - Open spaces are secure, resilient and well-maintained.
 - People are safe and feel safe
26. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business top line objectives and associated outcomes:
 - A. Open spaces and historic sites are thriving and accessible.
 - B. Spaces enrich people's lives.
 - C. Business practices are responsible and sustainable.

Conclusion

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

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – All Risk Scores & Targets
- Appendix 3 – Departmental Risk register
- Appendix 4 – City Gardens and West Ham Park Divisional Risk Register
- Appendix 5 – Departmental & Divisional 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)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Impact Criteria

Impact Title	Definitions
Minor (1)	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.
Serious (2)	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.
Major (4)	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.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Scoring Grid

		Impact			
Likelihood	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	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 – All Risk Scores & Targets
Departmental Risks and Target Scores

Likelihood	Likely (4)		OSD 011		
	Possible (3)		OSD 002 OSD 009	OSD 004 OSD 005 OSD 006 OSD 010 OSD TBM 001	
	Unlikely (2)	OSD 009	OSD 011	OSD 001 OSD 004	OSD 007
	Rare (1)			OSD 010	OSD 007
	OSD Risks March 2019	Minor (1)	Serious (2)	Major (4)	Extreme (8)
Impact					

Divisional Risks and Target Scores (Parks and Gardens)

Likelihood	Likely (4)		OSD P&G 003		
	Possible (3)		OSD P&G 006 OSD P&G 002 OSD P&G 005 OSD P&G 007	OSD P&G 002 OSD P&G 004 OSD P&G 005 OSD P&G 007	OSD P&G 009
	Unlikely (2)		OSD P&G 003 OSD P&G 006	OSD P&G 001 OSD P&G 004	
	Rare (1)			OSD P&G 008 OSD P&G 009	OSD P&G 008
	OSD P&G Risks March 2019	Minor (1)	Serious (2)	Major (4)	Extreme (8)
Impact					

- Bold** - Current Score
Italics - Target Score
Bold Italics - Current & Target Score Aligned
 - Movement from previous report

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OS Departmental Detailed Risk Report

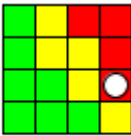
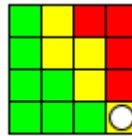
Report Author: Martin Falder

Generated on: 19 March 2019



Rows are sorted by Risk Score

Code & Title: OSD Department of Open Spaces Risk Register 10 OSD TBM Tower Bridge and Monument 1

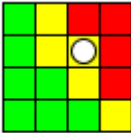
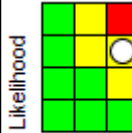

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies summary risk 30-Aug-2017 Colin Buttery	<p>This risk summaries the property maintenance risks across the Open Spaces Department.</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 & 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.</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	<p>Assessed by Senior Leadership Team. Risk remains at red. Details of work being undertaken is covered under the divisional risk registers.</p> <p>19 Mar 2019</p>	<p>Likelihood</p>  <p>Impact</p>	8	31-Mar-2022	<p>Constant</p>

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	19-Mar-2019	30-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 - no significant developments since previous update.	Geoff Sinclair	19-Mar-2019	31-Dec-2022
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	Ongoing action.	Martin Newnham	15-Mar-2019	08-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.	Geoff Sinclair	15-Mar-2019	31-Dec-2022
OSD NLOS a Training	Training for lifeguards Training is ongoing activity Review annually	Ongoing -Training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD TC 006 a Project development	Condition assessments carried out and options provided for approval Options costed Gateway 4 report drafted - Sept 16	Project at The Commons remains a goal for the future. Ongoing action to mitigate risk, to be updated as project moves forward.	Hadyn Robson	15-Mar-2019	31-Dec-2022
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.	Hadyn Robson	15-Mar-2019	31-Mar-2020

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 003 b Building R&M	Continue to develop relationship with City Surveyors and ways of working to ensure CWP works are delivered Regular meetings with CS's Property Facilities Managers The Superintendent was engaged in the development of the 2017 R&M specification and tender documents	Actions are ongoing.	Gary Burks	15-Mar-2019	31-Jul-2020
OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site	Improved systems for CoL buildings has increased confidence in own compliance. Now extending programme to tenanted buildings through Licencee checks. Raised issues of EPCs at residential lodges and how to incorporate. Due date indicates next scheduled update.	Jo Hurst	19-Mar-2019	31-Dec-2019
OSD EF 002 e Annual building	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required	Lodge occupiers received written confirmation of 2018 inspections. This year's inspection programme underway, to be extended to other properties eg FSC. Ongoing action, to be	Jo Hurst	19-Mar-2019	30-Sep-2019

inspections	annually	completed for the year by September.			
OSD EF 002 g Upkeep of Great Gregories farm	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep if the building.	<p>Since the last note very significant progress has been made at Gt Gregories. The progress % has been reviewed and changed as additional works have now been included under this Action. The significant progress includes:</p> <p>Pen 1 drainage is now being dealt with by 2-weekly straw bedding/manure removal by licenced contractor. Fire Plan has been developed and a PIB box has been purchased for the site with full contents including a detailed site map and access routes for fire tenders. The front gate is being replaced with a stronger, more efficient sliding gate which will increase site security and ease of access for staff when moving cattle. A new CCTV camera is to be added to cover an additional vehicle parking space. A new welfare unit is now fully up and running with wi-fi and clothes drying facilities. The state-of-the-art cattle handling facility is now in place and in use. The main remaining work is to install electric lighting in the sheds and to provide additional roofed cattle sheds - which will be done through Project Gateway.</p>	Jeremy Dagley	15-Feb-2019	31-May-2020
OSD KH 002a Security maintenance	KH to ensure CSD feature the regular maintenance and upkeep of effective security system in the CWP.	This is ongoing and Keats House are included in City Surveyor liaison arrangements managed by the broader division.	Richard Gentry	15-Mar-2019	31-Mar-2020
OSD NLOS 009 a Review of Property Assets	Asset review is being carried out with Surveyor's Dept. Review of assets is an ongoing process	Ongoing - This is currently in progress, The City Surveyor has completed a high level review of Hampstead Heath assets. This is being monitored.	Richard Gentry	19-Mar-2019	31-Mar-2020
OSD NLOS 009 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process	<p>Ongoing Action.</p> <p>Client Liaison meetings are taking place.</p> <p>APFM in regular contact with internal Divisional stakeholders.</p>	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD NLOS 008 c East Heath Car Park Capital Project	East Heath Car Park Capital Project	Awaiting gateway 5 approval. Planners are in place. This project will begin in the summer.	Richard Gentry; Bob Warnock	19-Mar-2019	31-Mar-2020
OSD NLOS 008 d Queens Park Toilets	Capital project to refurbish the Queens Park Toilets.	New action, to be updated as the project progresses. Due date is date for review until works progress.	Richard Gentry; Bob Warnock	19-Mar-2019	01-Jan-2020
OSD P&G 002 a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	On site reactive work monitored and issues fed back at Client Liaison meetings. Ongoing action.	Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Mar-2020
OSD P&G 002	20 year programme of investment and maintenance of all	AWP reviewed monthly at the P&G client Liaison Meeting. Ongoing action	Martin	15-Mar-	31-Mar-

c AWP	built assets. Review annually.		Rodman	2019	2020
OSD P&G 002 f WHP Playground Refurbishment	Development of detailed design and implementation of the new playground project at West Ham Park.	Gateway 3/4 approval granted in February. Applications for funding are underway. Detailed plans are being drawn up. Pre-application planning approval is being sought.	Lucy Murphy	15-Mar- 2019	31-Oct- 2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Pests and Diseases summary risk 30 Aug-2017 Lin Buttery	This risk summaries the pest and disease risks across the Open Spaces Department. Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas. Event: 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 Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. This risk is felt to be of departmental concern due to the potential biodiversity, financial and human health impacts associated with this risk. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	12	Assessed by Senior Leadership Team. Agreed to keep risk and target at current level due to the increase in both pests & diseases and the increasing public perception of these, which may have a knock-on public relations impact. Although increased awareness may have a positive long-term impact (as the public become more aware of what type of pests to watch out for when visiting), in the short-term we expect more visibility on this item. 19 Mar 2019	 Likelihood Impact	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.	Geoff Sinclair	15-Mar-2019	08-Apr-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 at The Warren Plantation was sprayed off. Sweet Chestnut will still need monitoring in 2019. However, with the bulk of Rhododendron removed and all the Larch felled, the risk of spores spreading in quantity is assessed as low at the moment.	Jeremy Dagley	17-Feb-2019	31-Mar-2020
OSD EF 007 e Biosecurity policy	Need to develop a biosecurity policy and then implement.	The OPM outbreak will now be dealt with under a separate risk action. The general Biosecurity Policy remains to be written for all the biosecurity risks. However, for Ramorum disease a protocol has ben prepared and used by contractors during the Larch removal (see other risk actions). A Biosecurity Position Statement, to provide an interim summary of the	Jeremy Dagley	19-Mar-2019	30-Oct-2020

		current approach, will be prepared by June 2019. Full biosecurity policy and INNS policy expected 2020.			
OSD EF 008 c INNS policy	Develop an INNS policy - particular focus on OPM, although other areas of concern to be tackled.	Progress made with Ramorum disease control (see other risk actions) 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. However, in the interim, while the policy is being prepared and INNS position statement will be prepared by June 2019 to set out the current approach and actions and main species of concern. There will also be some horizon scanning carried out to consider likely new pest species.	Jeremy Dagley	17-Feb-2019	01-Jul-2020
OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly	Tree provenance is considered, the Division will source and use planting stock consistent with best practice guidance. Ongoing action.	Richard Gentry	19-Mar-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.	A report detailing the costs and implications of OPM will come to the HHHWQP Committee in March 2019	Richard Gentry	19-Mar-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	15-Mar-2019	30-Apr-2020
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract	Last set of tree inspections completed October 2018.	Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020
OSD P&G 004 c Emergency alerts	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.	Martin Rodman	15-Mar-2019	30-Apr-2020
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	15-Mar-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 HSIG and other corporate boards.	Hadyn Robson	19-Mar-2019	31-Mar-2022
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	Ongoing.	Hadyn Robson	15-Mar-2019	31-Mar-2022
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Hadyn Robson	15-Mar-2019	31-Mar-2022

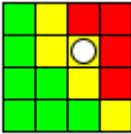
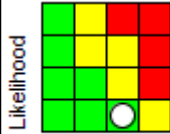

OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Ongoing.	Hadyn Robson	15-Mar- 2019	31-Mar- 2022
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of development summary risk 30-Aug-2017 Colin Buttery Page 29	<p>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</p> <p>Cause: 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</p> <p>Event: Major development near an open space</p> <p>Impact: 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.</p> <p>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.</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>	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. In the event of a budget reduction leading to a loss of posts dedicated to this role, this will again increase to a red risk. 19 Mar 2019	<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 010 a Local authorities/Cou nties 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 and this will continue until 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. A meeting has been arranged with the London Boroughs and Natural England for 8th March to ensure Epping Forest SAC Mitigation Strategy is embedded in their Local Plans. Further work will be needed to ensure a full mitigation strategy is in place for the SAC across the key local authorities.		Jeremy Dagley	17-Feb-2019	31-Dec-2020

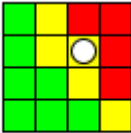
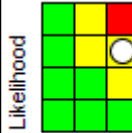

OSd EF 010 c Forest transport strategy	Forest transport strategy - Negotiate renewal with Essex County Council and extend to cover London Borough's	Essex County Council has indicated that it could put some resources toward the Strategy. However, money set aside in this Financial Year, is no longer available. In the interim we have requested the raw traffic data from ECC that informed its Highways Assessment. In addition, we now await the results of the Examination-in-Public for the EFDC Local Plan	Jeremy Dagley	17-Feb-2019	30-Apr-2021
OSD NLOS 011 a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces.	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	18-Feb-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	18-Feb-2019	31-Mar-2020
OSD NLOS 011 c Planning applications	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces.	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	18-Feb-2019	31-Mar-2020
OSD P&G 007 Local Authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.	Lucy Murphy; Martin Rodman; Jake Tibbets	15-Mar-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	15-Mar-2019	31-Dec-2020
OSD TC 002 a Local authorities/Councils 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	19-Mar-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 action - monitoring of impact of visitors and other possible stressors continues.	Hadyn Robson	15-Mar-2019	31-Mar-2020

	Ongoing				
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
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 energy procurement regulations.</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>	 Likelihood Impact	12	Assessed by Senior Leadership Team, accepted as a new departmental risk. Fleet swap options are being explored as a temporary measure, as is new procurement of vehicles. 19 Mar 2019	 Likelihood Impact	4	31-Mar-2021	 Constant

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Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
OSD P&G 009 a Vehicle procurement	To avoid incurring penalties, the current lease will be bought out and current (non-compliant) vehicles returned by 5 April. From 8 April, short-term hire of ULEZ compliant vehicles will commence, whilst procurement exercise for electric fleet is undertaken; (action CGM and CityProc).	New action.		Jake Tibbetts	15-Mar-2019	31-Jul-2019
OSD P&G 009 b Provision of necessary infrastructure for electric vehicles	Continue with assessment and installation of electric vehicle charging points at City Gardens depots; Determine maintenance requirements for EV's and potential impact on travel/service (through down-time).	New action.		Jake Tibbetts	15-Mar-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.	New action.		Jake Tibbetts	15-Mar-2019	31-May-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 TBM 001 The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument 09-Mar-2015 Chris Earlie	Cause: An act of terrorism in the heart of London. Event: Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). Impact: Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood	12	Assessed by Senior Leadership Team. No change to the rating. To be maintained as a departmental risk. 19 Mar 2019	 Likelihood	12	31-Dec-2019	 Constant

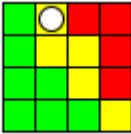
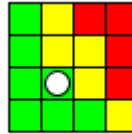

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD TBM 001a CoLP Counter Terrorism Section Liaison	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team. Ongoing action.	Chris Earlie	19-Mar-2019	31-Dec-2019
OSD TBM 001b Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements to CCTV hardware as well as security staff learning and development is in place. Site specific Security Awareness Training provided to all staff. Security Officers are SIA trained CCTV/ Front of House Security and receive regular tool box talks from Security Supervisors. Operations Manager attends the City's Security Advisory Board. Ongoing action.	Chris Earlie	19-Mar-2019	31-Dec-2019
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 and SCAN (See Check Action Notify) workshops will shortly be delivered by the City Police. Daily briefings also highlight any on going/ current issues. Ongoing action.	Chris Earlie	19-Mar-2019	31-Dec-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 H&S Summary Risk <div>Page 34</div>	<p>This risk summaries the H&S risks across the Open Spaces Department.</p> <p>Causes: 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</p> <p>Event: Staff, volunteers or contractors undertake unsafe working practices</p> <p>Impact: Injury or death of a member of the public, volunteers, staff or a contractor</p> <p>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.</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>	8	<p>Assessed by Senior Leadership Team. Significant work has been done to mitigate the health and safety risks around the department. This rating has been reassessed to recognise that the potential impact of health and safety risks will always be major on the type of sites we manage, but that there is continuous improvement being undertaken both departmentally and corporately in this field.</p> <p>Target score has been updated to match current score, as we do not foresee the rating of this risk changing significantly. We accept this risk as a necessary part of our daily work.</p> <p>19 Mar 2019</p>	<p>Likelihood</p> <p>Impact</p>	8	31-Mar-2020	<p>Constant</p>

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 001 a Regular reviews	Regular reviews of risk assessments and safe systems of work are undertaken.	This action is ongoing	Gary Burks	15-Mar-2019	31-Mar-2020
OSD CC 001 b Operational Learning	Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff	This action is ongoing	Gary Burks	15-Mar-2019	31-Mar-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 link to induction and new starters to be improved.	Jo Hurst	15-Feb-2019	01-Jan-2020
OSD EF 001 e	Clear role and responsibilities set out in documentation	Ongoing activity.	Paul	15-Mar-	08-Apr-

Hierarchy responsibilities and communications	and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action		Thomson	2019	2020
OSD EF 001 f Annual licensees checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	Checks delayed during change of staff. Now extended to include all known tenanted buildings, not just catering outlets and will include all tenant obligations including FRAs etc	Jo Hurst	15-Feb-2019	30-Jun-2019
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. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.	Breaking ground has been captured through the implementation of the Epping Contractor Protocol and permitting is now BAU.	Patrick Hegarty	15-Feb-2019	28-Feb-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 have been signed off for 2018, with details of actions for completion.	Richard Gentry	18-Feb-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	19-Mar-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 Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
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	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required. This is an ongoing action.	Patrick Hegarty; Lucy	15-Mar-2019	01-Jun-2020

	sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.		Murphy; Jake Tibbets		
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 2016. Next audit due November 2019.	Patrick Hegarty	23-Aug-2018	30-Nov-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.	Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Jun-2020
OSD P&G 001 e Hierarchy responsibilities and communication	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	19-Mar-2019	01-Jun-2020
OSD P&G 006 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.	'Park Guard' patrols Bunhill Fields. Working with met police, schools liaison and SNT's over recent park issues. Park guard extended with targeted problem sites in the City.	Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD TC 001 a Appropriate resourcing	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	This is an ongoing action Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings	Hadyn Robson; Andy Thwaites	15-Mar-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 011 Budget Reduction Summary Risk 29-Jan-2019 Colin Buttery	<i>Cause:</i> Large budget reductions to fund major capital projects within the Square Mile and other planned budget reductions (2% plus inflation, impact of ULEZ, etc). <i>Effect:</i> Staff redundancies, lowering of service standards, cessation of multiple services, reduction in required maintenance. <i>Impact:</i> Failure to meet strategic objectives, cancellation of all major projects, significant reduction in service to users (and commensurate reputational damage), increase in maintenance 'bow wave' impacting future budgets.	Likelihood  Impact	8	Assessed by Senior Leadership Team. This has been added as a new summary risk for the department. At present, this score (and the target score) are subject to change as we are not yet clear on the exact level of budget reductions expected. Divisional sub-risks to be added when this is clear. 19 Mar 2019	Likelihood  Impact	4	31-Mar-2020	 Constant

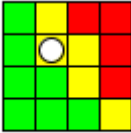
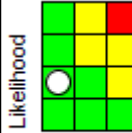

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date

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 002 Extreme weather & climate change summary risk 30-Aug-2017 Conn Buttery Page 38	This risk summaries the risks associated with extreme weather across the Open Spaces Department. Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change Event: Severe weather at one or more site Impact: 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.	 Likelihood	6 Impact	Assessed by Senior Leadership Team. Agreed to add Climate Change to the risk title to emphasise the importance of work on this growing issue. Risk remains at the same level as before, despite significant work in the wake of various extreme weather events over the past few years; it is anticipated that the summary risk will remain at this level for the foreseeable future, although work will continue to be done to mitigate effects locally. 19 Mar 2019	 Likelihood	6 Impact	31-Mar-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"> • Tree inspections • Maintain staff with chainsaw qualifications 	Ongoing action. As previously: <ul style="list-style-type: none"> • Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. • It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels. 	Gary Burks	15-Mar-2019	31-Jul-2020
OSD EF 009 a Emergency plan	Review and update plan	Ongoing, reviewed regularly. We have now adopted the CoL emergency plan format which is replicated at a local level to represent our specific needs.	Martin Newnham	15-Feb-2019	31-Mar-2020

OSD EF 009 h Grass & Heathland Fire	Grass & Heathland Fire	London Fire Brigade are hosting a joint working training day on the 28th February which concentrates on techniques, tactics, and procedures relating to emergency response to fires within Epping Forest. This is the result of lessons learned from the major incident at Wanstead flats and is part of ongoing partnership training.	Martin Newnham	15-Feb-2019	31-Aug-2019
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	No change. Trigger Event Policy embedded in to 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.	Bob Warnock	18-Feb-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 EAP overdue from Sept 2018. Plan would be reviewed after an emergency event. Outstanding Action is to finalise arrangements with the Guildhall Control Room to assist with the facilitation of an out of hours call out response procedure for Divisional Staff, e.g. call centre response to out of hours calls. Overdue - review of emergency Action Plan and Business Continuity Plan- September 2018	Richard Gentry	18-Feb-2019	31-Oct-2019
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.	Annual tree planting programme in place. Consideration given to species variety.	Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Mar-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	15-Mar-2019	01-Mar-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	19-Mar-2019	30-Jun-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	15-Mar-2019	29-May-2020
OSd TC 005 c	Understanding of the potential impacts of climate change	Ongoing research and dialogue continues.	Hadyn	15-Mar-	29-May-

Climate change	on the open spaces Engagement in climate change research and debate		Robson	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
OSD 009 Reputational Risk Associated with OS Act 13-Jun-2018 Page 41	This risk summaries the reputational risk across the Open Spaces due to changes to provision which will be made under the terms of the OS Act. Causes: Changes to public service provision enabled by the OS Act, as mandated by central budget reductions. Event: Large-scale public backlash resulting in national media coverage. Impact: Severe knock-on effect for the reputation of the City of London Corporation. Loss of trust in the City of London Corporation and associated business impact, both for our services and the services of affiliated businesses. Potential for direct action on our sites, as publicly accessible areas which could be targeted for protest. Political impact as MPs become involved. 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.	 Likelihood Impact	6	Assessed by Senior Leadership Team. This risk remains at the current level, but will be closed down and removed from the risk register before the next report, as its associated sub-risks will be transferred to OSD 011 - Budget Reduction Summary Risks. 19 Mar 2019	 Likelihood Impact	2	31-Dec-2020	 Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 013 c Appointment cross-over (budgetary issue)	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR.	No change to status, funding constraints rarely allow for overlap, although occasionally possible, especially in cases of retirement, likely to decrease further with additional budget and recruitment constraints. Review of structures and resources across all teams - ongoing	Jo Hurst	15-Feb-2019	31-Dec-2019
OSD EF 016 e Next round of saving to be agreed	Working budget reduction targets for next 3 years.	Awaiting clarification of long term budgets beyond 2019/20 and amount of savings required to be made. Some initial planning underway.	Paul Thomson	19-Mar-2019	30-Sep-2019
OSD P&G 003 a Financial management	Deliver the Programmes and projects that will help achieve SBR savings	Awaiting further information about future budget reductions. This item will be transferred to OSD 011 in future reports.	Martin Rodman	15-Mar-2019	31-Mar-2020

and project planning					
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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
OSD 008 IT System Failure 13-Jun-2018 Page 43	<p>This risk summaries the risks associated with IT system failure across the Open Spaces Department.</p> <p>Causes: Any significant disruption to our access to IT systems across our sites</p> <p>Event: Inability to access business-critical IT functions</p> <p>Impact: Severe business impact to multiple sites, particularly the Cemetery & Crematorium and Tower Bridge. Significant loss of income, reputational damage due to cancelled services, and the failure of a statutory service in the Cemetery & Crematorium. If this coincides with a crisis event such as a terrorist attack or a major incident on one of our remote sites, our ability to respond would be severely impacted.</p> <p>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.</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>	4	<p>Assessed by Senior Leadership Team. To be removed as a departmental risk upon member approval, but to remain as a significant divisional risk due to its potential effect on the Cemetery & Crematorium and Tower Bridge & Monument divisions. Risk to be deactivated before the next report.</p> <p>19 Mar 2019</p>	<p>Likelihood</p> <p>Impact</p>	4	30-Jun-2020	<p>Constant</p>

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
OSD CC 009 a Business continuity	<p>Review continuity plans on a regular basis and following significant systems failures</p> <p>Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans</p> <p>IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.</p>	IT Systems and software access seems more stable at present and is monitored closely by cemetery staff.		Gary Burks	19-Mar-2019	31-Mar-2020

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

Report Author: Martin Falder

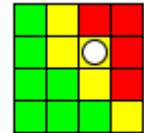
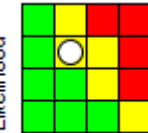

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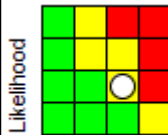

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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
Page 45 OSD P&G 009 Ultra-Low Emissions Zone 15-Mar-2019	<p><i>Cause:</i> Change to legislation requires broad-reaching replacement of fleet. Insufficient budget allocated to this process combined with corporate green energy procurement regulations.</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>	 Likelihood Impact	24	The introduction of TfL's ULEZ impacts immediately (from 8 April 2019) on the City Gardens fleet, which would immediately be rendered non-compliant and be subject to daily charges. In addition, the City's Transport Policy adds a further requirement, over and above the requirements of ULEZ, to use electric vehicles unless no electric equivalent is available. For the City Gardens Fleet, this results in a tripling of annual vehicle costs, compounding the budgetary issues outlined in OSD P&G 003. 15 Mar 2019	 Likelihood Impact	4	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 009 a	To avoid incurring penalties, the current lease will be bought out and current (non-compliant) vehicles returned by 5 April. From 8 April, short-term hire of ULEZ compliant vehicles will commence, whilst procurement exercise for electric fleet is undertaken; (action CGM and CityProc).	New action.	Jake Tibbetts	15-Mar-2019	31-Jul-2019
OSD P&G 009 b	Continue with assessment and installation of electric vehicle charging points at City Gardens depots; Determine maintenance requirements for EV's and potential impact on travel/service (through down-time).	New action.	Jake Tibbetts	15-Mar-2019	31-Jul-2020
OSD P&G 009 c	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.	New action.	Jake Tibbetts	15-Mar-2019	31-May-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 P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Stella Fox; Martin Rodman	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings, playground equipment and other assets become unusable Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme. Lack of budget to replace.	 Likelihood Impact	12	Continues to be actively monitored under the new maintenance contract. Lodge inspections undertaken in 2018. Play equipment review as part of the playground improvement project and consultation undertaken regarding the design of the playground. Annual safety inspection undertaken in 2018 and recommendation put in place for anything at medium risk or above. 14 Feb 2019	 Likelihood Impact	6	01-Aug-2019	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	On site reactive work monitored and issues fed back at Client Liaison meetings. Ongoing action.	Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Mar-2020
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Annual inspections on lodges completed November 2018 at West Ham Park	Lucy Murphy; Jake Tibbets	14-Dec-2018	31-Oct-2019
OSD P&G 002 c	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed monthly at the P&G client Liaison Meeting. Ongoing action	Martin Rodman	15-Mar-2019	31-Mar-2020
OSD P&G 002 f	Development of detailed design and implementation of the new playground project at West Ham Park.	Gateway 3/4 approval granted in February. Applications for funding are underway. Detailed plans are being drawn up. Pre-application planning approval is being sought.	Lucy Murphy	15-Mar-2019	31-Oct-2019

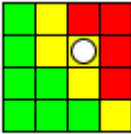
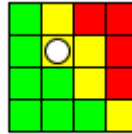

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 004 Tree Diseases and other pests 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc Event: Sites become infected by plant or tree diseases Impact: Threat to human health, either directly or indirectly. Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance.	 Likelihood Impact	12	New open spaces tree specification in place to tender for new contractor. OPM monitored across sites. 14 Feb 2019	 Likelihood Impact	8	30-Apr-2020	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 004	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	15-Mar-2019	30-Apr-2020
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Last set of tree inspections completed October 2018.			Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020
OSD P&G 004 c	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.			Martin Rodman	15-Mar-2019	30-Apr-2020
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action.			Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020

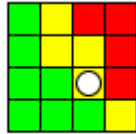
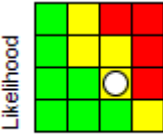

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 005 Climate and Weather 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of habitats and species.	 Likelihood	12	Local policy and procedure in place on monitoring high winds. 14 Feb 2019	 Likelihood	6	01-Mar-2020	 Constant

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 005 a	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.	Annual tree planting programme in place. Consideration given to species variety.	Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Mar-2020
OSD P&G 005 c	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	15-Mar-2019	01-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 P&G 007 Population Increase (residential and worker) 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Pressure on planning authorities to meet housing targets and needs Event: Population increases and increased worker numbers in Square Mile creating increased pressure on green space and facilities Impact: Increase in visitor numbers causing additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Likelihood Impact	12	Increase in use of our sites is positive as it shows successful engagement with our communities and carries with it a host of other positive outcomes. However, it also puts sites at risk of deterioration and pressure on our budgets. We monitor both visitor numbers and maintenance budgets actively as part of ongoing efforts to mitigate this risk 14 Feb 2019	 Likelihood Impact	6	01-Jun-2020	 Constant

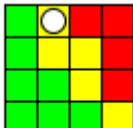


Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 007 a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.			Lucy Murphy; Martin Rodman; Jake Tibbets	15-Mar-2019	31-Mar-2020
OSD P&G 007 b	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	15-Mar-2019	31-Dec-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 P&G 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. Impact: Injury to staff, volunteer(s), contractor(s) or member of the public. Prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City's reputation.	 Likelihood Impact	8	Actively monitored by all staff and on agenda of all team meetings. Incidents and near misses are reported and investigated within timescales and held to account by the H&S Improvement Group. A recent internal H&S self assessment has been completed, improvement areas and actions noted/programmed. 19 Mar 2019	 Likelihood Impact	8	01-Jun-2020	 Increasing

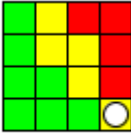
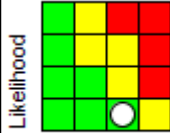

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Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 001 a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group. This is an ongoing action.			Patrick Hegarty; Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD P&G 001 b	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	15-Mar-2019	01-Jun-2020
OSD P&G 001 c	Net improvement of standards of H&S following regular validation visits.	Audit validation completed Nov 2016. Next audit due November 2019.			Patrick Hegarty	23-Aug-2018	30-Nov-2019
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Ongoing.			Lucy Murphy; Jake	19-Mar-2019	01-Jun-2020

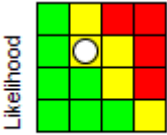
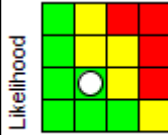

			Tibbets		
OSD P&G 001 e	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Departmental Fire Policy and Fire Management plan implemented. This is an ongoing action.	Martin Rodman	19-Mar- 2019	01-Jun- 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 P&G 003 Finance - Budget reductions implications 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues Event: Division is unable to deliver budget reduction programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP Impact: Divisional failure - Alternative savings required that may not best suit culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines. Negative press, reputational damage.		8	Current 2% reduction has been built into 2019/20 local risk budgets, but leaves little flexibility for further incremental savings. The divisional management team is currently assessing impacts to service provision and determining mitigation measures. Should further, more substantial savings be required, then local services will need to be reduced in order to meet these. 25 Feb 2019		4	31-Mar-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 003 a	Deliver the Programmes and projects that will help achieve SBR savings	Awaiting further information about future budget reductions. This item will be transferred to OSD 011 in future reports.	Martin Rodman	15-Mar-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 P&G 008 Major Incident resulting in prolonged 'Access Denial' 09-Jun-2016 Stella Fox; Martin Rodman	Causes: Pandemic; deliberate act of terrorism. Event: Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services. Impact: Multiple loss of life; inability to access and manage sites; long-term damage to personnel team, sites, assets and reputation.	Likelihood  Impact	8	Emergency plan updated. Senior staff actively engage with the City Resilience Team to ensure we are prepared in the event of a major incident, and plans are in place to help mitigate this risk. 14 Feb 2019	Likelihood  Impact	4	01-Mar-2020	 Constant

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
OSD P&G 008 a	Review and update emergency plan	A review was undertaken in December 2018 next review due November 2019		Martin Rodman	14-Dec-2018	30-Nov-2019
OSD P&G 008 b	Attendance at Resilience Forum and dissemination of learning therefrom. Attendance at Public Realm Security Advisory Board bi-monthly	Superintendent is Departmental representative. Ongoing action.		Martin Rodman	15-Mar-2019	01-Mar-2020
OSD P&G 008 c	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	Training rolled out through staff meetings. Ongoing action.		Lucy Murphy; Martin Rodman; Jake Tibbets	15-Mar-2019	01-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 P&G 006 Public Behaviour 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. Event: litter, dog fouling, dog attacks, public incursions, anti-social behaviour Impact: Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour	 Impact	6	Staff have undertaken conflict management training and report issues of verbal and physical abuse 14 Feb 2019	 Impact	4	01-Jul-2019	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 006	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	'Park Guard' patrols Bunhill Fields. Working with met police, schools liaison and SNT's over recent park issues. Park guard extended with targeted problem sites in the City.			Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD P&G 006	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	WHP Manager to meet with LBN enforcement team to clarify responsibilities within the Park, and to try to get signage amended to avoid future uncertainty			Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Jul-2020

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



































OSD ALL risks - Review history by status








































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































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Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
OSD 001	H&S Summary Risk	30-Aug-2017		8		8	19-Mar-2019	8			Constant
							29-Jan-2019	8			
							22-May-2018	6			
							23-Mar-2018	6			
							27-Sep-2017	6			
OSD 002	Extreme weather & climate change summary risk	30-Aug-2017		6		6	19-Mar-2019	6			Constant
							29-Jan-2019	6			
							29-Jan-2019	6			
							22-May-2018	6			
							23-Mar-2018	6			
OSD 004	Repair and Maintenance of Buildings summary risk	30-Aug-2017		12		8	19-Mar-2019	12			Constant
							29-Jan-2019	12			
							22-May-2018	12			
							23-Mar-2018	8			
							30-Aug-2017	8			

Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
OSD 005	Pests and Diseases summary risk	30-Aug-2017		12		12	19-Mar-2019	12			Constant
							29-Jan-2019	12			
							22-May-2018	12			
							23-Mar-2018	16			
							30-Jun-2017	16			
OSD 006	Impact of development summary risk	30-Aug-2017		12		12	19-Mar-2019	12			Constant
							29-Jan-2019	12			
							05-Dec-2018	16			
							29-Aug-2018	16			
							22-May-2018	16			
OSD 007	Maintaining the City's water bodies summary risk	30-Aug-2017		16		8	19-Mar-2019	16			Constant
							29-Jan-2019	16			
							05-Dec-2018	16			
							29-Aug-2018	16			
							22-May-2018	16			
OSD 008	IT System Failure	13-Jun-2018		4		4	19-Mar-2019	4			Constant
							29-Jan-2019	4			
							13-Jun-2018	8			
OSD 009	Reputational Risk Associated with OS Act	13-Jun-2018		6		2	19-Mar-2019	6			Constant
							29-Jan-2019	6			
							13-Jun-2018	6			

Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
OSD 010	Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk	29-Jan-2019		12		4	19-Mar-2019	12			Constant
							29-Jan-2019	12			
							29-Jan-2019	12			
OSD 011	Budget Reduction Summary Risk	29-Jan-2019		8		4	29-Jan-2019	8			Constant
OSD TBM 001	The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument	09-Mar-2015		12		12	19-Mar-2019	12			Constant
							29-Jan-2019	12			
							11-Dec-2018	12			
							18-Sep-2018	12			
							22-May-2018	12			
OSD P&G 001	Increase in Health and Safety incidents/Catastrophic Health & Safety failure	25-Nov-2015		8		8	19-Mar-2019	8			Increasing
							14-Feb-2019	6			
							23-Mar-2018	6			
							03-Jan-2017	6			
							09-Jun-2016	6			
OSD P&G 002	Maintenance of buildings, memorials, play areas and equipment	25-Nov-2015		12		6	14-Feb-2019	12			Constant
							23-Aug-2018	12			
							23-Mar-2018	12			
							23-Mar-2018	12			
							03-Jan-2017	12			
OSD P&G 003	Finance – Budget reductions	25-Nov-2015		8		4	25-Feb-2019	8			Constant
							21-Feb-2019	8			

Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
	implications						23-Aug-2018	4			
							23-Mar-2018	4			
							09-Jun-2016	6			
OSD P&G 004	Tree Diseases and other pests	25-Nov-2015		12		8	14-Feb-2019	12			Constant
							23-Aug-2018	12			
							23-Mar-2018	12			
							03-Jan-2017	12			
							09-Jun-2016	12			
OSD P&G 005	Climate and Weather	25-Nov-2015		12		6	14-Feb-2019	12			Constant
							23-Mar-2018	12			
							03-Jan-2017	12			
							09-Jun-2016	12			
							25-Nov-2015	12			
OSD P&G 006	Public Behaviour	25-Nov-2015		6		4	14-Feb-2019	6			Constant
							23-Aug-2018	6			
							23-Mar-2018	6			
							03-Jan-2017	6			
							09-Jun-2016	6			
OSD P&G 007	Population Increase (residential and worker)	25-Nov-2015		12		6	14-Feb-2019	12			Constant
							23-Aug-2018	12			
							23-Mar-2018	12			

Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
							03-Jan-2017	12			
							09-Jun-2016	12			
OSD P&G 008	Major Incident resulting in prolonged 'Access Denial'	09-Jun-2016	 Likelihood Impact	8		4	14-Feb-2019	8			Constant
							23-Mar-2018	8			
							09-Jun-2016	8			
OSD P&G 009	Ultra-Low Emissions Zone	15-Mar-2019	 Likelihood Impact	24		4	15-Mar-2019	24			Constant

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Committee:	Date:
Epping Forest and City Commons - For Information	11 March 2019
Hampstead Heath, Highgate Woods and Queens Park - For Information	13 March 2019
West Ham Park - For Information	8 April 2019
Open Spaces and City Gardens - For Decision	8 April 2019
Subject: Final Departmental High-level Business Plans 2019/20 – Open Spaces Department	Public
Report of: Colin Buttery, Open Spaces Director	For Information
Report authors: Gerry Kiefer, Open Spaces Department	

Summary

This report presents the final high-level business plan for the Open Spaces Department for 2019/20. The Business Plan identifies three top line objectives with four outcomes sitting under each objective. These objectives and outcomes are relevant across the range of services provided by the Department. The Business Plan also identifies the key activities that the Department will be progressing and delivering over the next year and indicates how the Department is helping to achieve the Corporate Plan's aims and outcomes.

Recommendation

Open Spaces and City Gardens Committee Members are asked to:

- approve the Open Spaces Department's high-level Business Plan 2019–20.

Epping Forest and the Commons Committee, Hampstead Heath, Highgate Woods and Queens Park Committee and West Ham Park Committee are asked to:

- note this report

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017/18. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.

2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to Service Committees in November and December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.
3. For 2019/20, to secure deeper Member engagement with Business Plans, a series of four informal 'cluster' meetings took place in early February to allow Chairmen and Deputy Chairmen of relevant approving Committees to scrutinise how departments are using their 2019/20 Business Plans to prioritise activities towards corporate goals. These meetings were chaired by the Chair and Deputy Chairman of Resource Allocation Sub Committee.
4. To complement this, and to give all Members a chance to ask questions and put their views to their Chairmen and Deputy Chairmen in advance of these meetings, a 'Business Plan Surgery' was held on 10 January (immediately before Court of Common Council).
5. Taken together, these sessions replace the submission of draft high-level Business Plans to Committees. Final high-level Business Plans are still subject to Committee approval, as in previous years.
6. Work has also taken place to review the content and format of the supporting detail beneath the high-level Business Plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; EEE Health Checks (economy, efficiency and effectiveness), and schedules of measures and key performance indicators for outputs and outcomes. This is a key element in the move towards business planning becoming a joined-up service planning process that links directly to Corporate Plan outcomes.

High-level Business Plan for 2019/20

7. The Open Spaces high level Business Plan for 2019/20 (Appendix 1) reflects the breadth of the Department recognising the services provided as a local authority (City Gardens and the Cemetery and Crematorium), Tower Bridge and the Monument, and through its eight Open Spaces and Keats House charitable trusts.
8. The Department's three top line objectives remain unchanged and align closely with the Corporate Plan. The three objectives are:
 - A. Open spaces and historic sites are thriving and accessible
 - B. Spaces enrich people's lives
 - C. Business practices are responsible and sustainable
 Below these three objectives sit twelve outcomes.
9. The Business Plan uses bracketed numbers to show how the Open Spaces outcomes link to the twelve outcomes of the Corporate Plan 2018 – 2023.
10. Delivery of the Business Plan is driven through a range of divisional activities. The high-level business plan groups these as generic statements of activity (page two appendix 1). The detail behind these activity statements is shown in appendix

2. This appendix is used inter and intra departmentally to show the activity that different divisions will be progressing in 2019/20.

11. The Department has reviewed its performance measures against its twelve outcomes and areas of activity. A new collection of seventeen measures have been identified which are listed in appendix 3. Some measures that were reported previously have been removed including those that were predominantly divisional rather than Departmental and those which did not link back to the Department's outcomes. New measures include: condition of our Sites of Special Scientific Interest, influencing planning authorities development approvals and planning policy documents, income generation and apprentice performance.

Corporate & Strategic Implications

12. The Department's activity is delivering ten of the twelve corporate plan outcomes across all three of the Corporate Plan aims as shown on the pie chart and table on page one of the Business Plan (appendix 1):

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.
4. Communities are cohesive and have the facilities they need.

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
8. We have access to the skills and talent we need.

Shape outstanding environments

9. We are digitally and physically well-connected and responsive.
10. We inspire enterprise, excellence, creativity and collaboration.
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained.

Conclusion

13. This report presents the final high-level Business Plans for 2019/20 for the Open Spaces Department. The Business Plan sets out the Departments top-line objectives and outcomes and the activity we will progress and deliver in the year ahead.

Appendices

- Appendix 1: High Level Open Spaces Department Business Plan
- Appendix 2: Detail sitting behind the high level activity statements
- Appendix 3: 2019-20 Open Spaces Department Performance Measures

Gerry Kiefer

Directorate Business Manager, Open Spaces Department

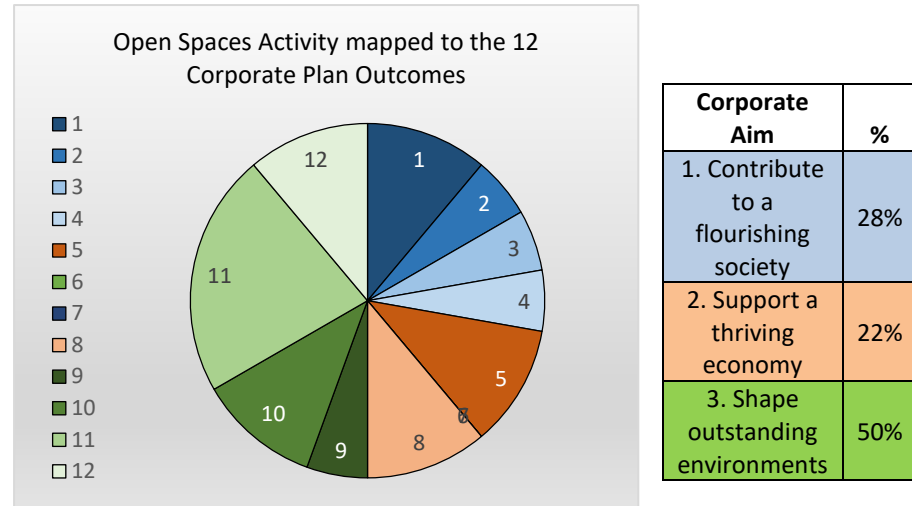
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OUR VISION: We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

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)
DIRECTORS'S LOCAL RISK:			
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)
TOTAL Director's Local Risk	(26,991)	16,265	(10,726)
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
GRAND TOTAL ALL CHARGES	(40,355)	19,117	(21,238)

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 Action, 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**

CORPORATE
PLAN'S AIMS:

2018 - 2023 CORPORATE PLAN

Contribute to a flourishing society.

Support a thriving economy.

Shape outstanding environments.

DEPARTMENT
VISION:

The Open Spaces Department's Vision, Objectives, Outcomes & Activity.

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

Department Objectives	A. Open spaces and historic sites are thriving and accessible.		B. Spaces enrich people's lives.		C. Business practices are responsible and sustainable.	
Department Activity	Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary	Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary	Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary
<div>Key:</div> <div>The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities and projects are helping to achieve.</div> <div>The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities and projects are helping to achieve.</div> <div>More than one division = Purple</div> <div>Cem & Crem = Black</div> <div>City Gardens & WHP = Dark Red</div> <div>Epping = Brown</div> <div>NLOS = Dark Blue</div> <div>The Commons = Green</div> <div>TB&M = Light Blue</div>	a) <div>Protect our heritage ; developing partnership funding bids where possible</div> <div>(A1) (10d)</div>	Bunhill Fields - review funding opportunities Wanstead Park Address our statutory requirement under the Reservoirs Act on Wanstead Park lakes Highgate Wood Roman Kiln Project	g) <div>Provide a sustainable range of sports and recreational opportunities</div> <div>(B5) (2d)</div>	Standardise the sports grounds maintenance specifications Develop and implement sports licencing/leasing arrangements Increase awareness of clubs using OSD sports facilities Develop sustainable football improvements at Wanstead Flats	j) <div>Maximise the value and opportunities of our built and natural assets</div> <div>(C9) (10c)</div>	Implement agreed approach and options for commercial wayleaves Progress Finsbury Circus reinstatement Develop the masterplan for the future of West Ham Park Nursery site Progress Churchyard Enhancement programme
	b) <div>Progress reviews, drafting, approval and implementation of management / conservation / heritage plans</div> <div>(A1) (11b)</div>	Cemetery & Crematorium Heritage Conservation Plan - implementation West Ham Park Conservation Plan - progress its drafting Epping Forest Management Plan - progress its drafting Hampstead Heath Management Strategy - implementation Highgate Wood Conservation Management Plan- progress review Queens Park Conservation Management Plan- progress review Keats House Forward Plan - implementation Keats House Improvement Plan - progress its drafting Stoke Common Management Plan - implementation Burnham Beeches Management Plan - progress its drafting Farthing Downs Heritage Plan - progress its drafting	h) <div>Improve the visitor and cultural offer, including the development of facilities, customer service and programmes of events celebrating our anniversaries, historic sites and nature</div> <div>(B6, B7) (4a)</div>	Programme of OSD organised activities and events on our sites Playgrounds at: WHP, HH, QP Promote and improve accessibility of our sites and facilities, subject to funding. Improve signage, interpretation and visitor content Develop Tower Bridge's and Epping Forests cultural profile via Artist in Residence programmes and other cultural events. Enhance West Ham Park entrances Hunting Lodge and the View Progress access improvements at Keats House Deliver Keats200 anniversary programme Improve toilets at QP Progress a standalone Visitor Centre for The Monument Celebrate Tower Bridge's 125th anniversary	k) <div>Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018</div> <div>(A1) (1c)</div>	Introduce longer concessions/leases Manage fly tipping Develop and implement licencing arrangements Review opportunity for use of FPN's for Bylaw offences Implement the Departmental and Divisional approved events policies Progress letting of lodges Progress off road parking strategy
	c) <div>Reduce the negative environmental impacts of our activities</div> <div>(A2) (11a)</div>	Increase our 'green fleet': Euro 6 or Electric Reduce the use of pesticides Reduce utility consumption - petrol, diesel, electricity, gas, water Audit and improve effectiveness of Building Energy Management System, install / retrofit LED lighting, with a focus on areas of largest consumption Progress waste procurement review Review approach to dog waste Extend EPCs and recommended actions to residential properties Replace ageing cremators with new at the Cemetery and Crematorium Implement City Gardens fleet changes arising from ULEZ Progress HH waste and recycling strategy	i) <div>Determine our 'learning offer'</div> <div>(B8) (3b)</div>	Determine the Departmental Learning team provision Develop the learning offer at Tower Bridge, Monument and Keats House Kenley - maintain schools outreach and visits Launch and evaluate the fully accessible education facility at Tower Bridge	l) <div>Develop innovative approaches to income diversification</div> <div>(C9) (5c)</div>	Optimise income that we bring in from outside our local risk budget e.g. sponsorship, will donations, grants, CIL Increase the amount of income generated from existing activity such as events, retail, filming etc Review existing income generating arrangements and opportunities e.g. Burnham Beeches cafe, car parking at The Commons Investigate and progress new income generating opportunities e.g. new catering provision Regular benchmarking of fees and charges with neighbouring/competing facilities/providers Review approach to fees and charges

Department Activity		Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary		Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary		Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary	
<div>Key:</div> <div>The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities and projects are helping to achieve.</div> <div>The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities and projects are helping to achieve.</div> <div>More than one division = Purple Cem & Crem = Black City Gardens & WHP = Dark Red Epping = Brown NLOS = Dark Blue The Commons = Green TBSM = Light Blue</div>	d)	Engage with the local planning process to mitigate and protect against the impact of development on our open spaces (A4) (12b)	Mitigation strategies developed with host/neighbouring local authorities Comment on planning applications that affect our land &/or the openness and character of the open space Resist and abate encroachment Contribute to Local Authorities Local Plans and Supplementary Planning Documents				m)	Make more effective use of IT and technology and adopt 'smarter' ways of working (C9) (9b)	Increase use of: * Skype, SharePoint, iBase * online payments and bookings * on-line forms and apps to aid administrative functions, such as H&S inspections, fleet and playground checks etc Develop opportunities for a cash-free environment Introduce COL's CRM Investigate the potential for augmented reality app's Roll out Wi-Fi across sites to allow more agile working Investigate use of Col's 24 hour out-of-hours service Contribute to the procurement review of cash collection service, Tree safety works and OPM Develop a name search facility for the online burial register system Use technology to improve efficiency and provide intelligent management information that can improve the way we work.	
	e)	Review security and access control provision (A3) (1c)	Review site security and public safety at identified entrances Review access control methods at the Lido Explore the potential for a secure exit facility at the Bridge's South Tower				n)	Support the development and implementation of Asset Management Plans and Master Plans and influence the City Surveyors implementation of the Operational Property Review (C9, C10) (12a)	Develop and implement Epping Forest & Hampstead Heath Asset Management Plans Work with CS to develop Asset Management Plans for divisions other than Epping Forest and Hampstead Heath Work with CS to inform, influence and progress sites identified within the OPR Work with CS to develop a Masterplan for Heathfield House & Parliament Hill	
	f)	Protect and enhance our sites' biodiversity and determine the value of our green infrastructure (A4) (11b)	Progress the implementation of the grazing expansion plans at the Commons and Epping Implement the actions within the biodiversity arm of the Responsible Business Strategy Commence work to adopt a single approach to 'value our green infrastructure' Monitor and report returning / new habitats within our open spaces Deliver habitat improvements to south meadow and complete extension of wildlife garden at West Ham Park Submit a bid to the Secretary of State which enhances Burnham Beeches natural habitats, biodiversity and visitor experience. Progress the potential for Cousldon Common and the London Borough of Croydon's Happy Valley to be declared a National Nature Reserve				o)	Maintain our regional and national influence in relation to environmental, open space, burial, heritage and tourism matters (C10) (11d)	OPM and our work with the Forestry Commission Action Oak initiative National Park City Green Arc for London Use of S35 status to influence/deliver NE's NNR Strategy Develop our grave reuse and reclamation programme as a model system for creating the sustainable UK	
							p)	Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)	Deliver 2018 OSD Staff Survey recommendations Deliver Culture Board initiatives increasing cross division working Communicate feedback and implement recommendations arising from Snapshot survey results Deliver 2018 Corporate Staff Survey recommendations Develop and refine the workforce plan Deliver improvements arising from Cem & Crem visitor satisfaction survey	
							q)	Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)	Review the 'Enjoying Green Spaces & the Natural Environment' grant aid scheme to maximise it's benefit and value. Finalise the Volunteer tool-kit Maintain a rolling programme of apprenticeships across the Department where funded Corporately Provide opportunities for apprenticeship progression from Level 2 to Level 3 Consider requests for internal levy funded training where operationally sustainable Work with partners to identify new opportunities for skills development	
							r)	Commence the process for prioritisation of service delivery to mitigate efficiencies and establish sustainable long term service provision (C9) (5c)	Review what we are providing Clarify our long term (5+ years) Departmental service delivery priorities Consider alternate methods of service delivery Determine our long term approach to deliver sustainable, efficient, value for money services.	

Appendix 3 - 2019 / 2020 OPEN SPACES DEPARTMENT PERFORMANCE MEASURES

No:	Performance Measure	Frequency	2018/19 Target	2018/19 Actual (annual)	2019/20 Target	Comment re 19/20 target	Contributing Divisions
Department Objective A. Open spaces and historic sites are thriving and accessible.							
1	Retaining Green Heritage Site Accreditation	Annual	13 Green Heritage Awards	13 Green Heritage Awards	13 Green Heritage Awards		P&G, EF, NLOS, C&C, TC
2	Retaining Green Flag Awards	Annual	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74	15 green flag sites	15 green flag sites overall band score targets TBC		P&G, EF, NLOS, C&C, TC
3	Improving the condition of our Sites of Special Scientific Interest	Annual	New Measure for 2019/20	Favourable = 12 (28%) Unfavourable recovering = 22 (52%) Unfavourable - no change = 7 (17%) Unfavourable - declining = 1 (2%) (last assessed 2010)	All SSSI's that are re-assessed by Natural England are rated as being in 'favourable' or 'unfavourable recovering' condition.	SSSI conditions are measured by Natural England at their timetable. Measures remain as stated until a new assessment is undertaken.	EF, TC
4	Reducing our environmental footprint	Annual	New Measure for 2019/20	New Measure for 2019/20	General reduction across all areas / increase in generated electricity	Reduction in utility consumption (petrol, red & white diesel, electricity, gas and water) Increase the amount of electricity being generated Previously individual measures for usage of diesel, petrol, gas, electricity	All
5	Influencing planning authorities development approvals and planning policy documents	Annual	New Measure for 2019/20	New Measure for 2019/20	Create Baseline We will try and measure our influence in 2019/20.	Data gathering: Number of planning applications we were made aware of Number of planning applications we responded to Number of planning permissions given where our response: did not / partly / significantly influenced/informed the planning permission/conditions. Level to which our contribution to Local Plans is taken on Board	EF, NLOS, TC, P&G
6	Active management of our veteran trees	Annual	New Measure for 2019/20	New Measure for 2019/20	Still finalising the measure and method of data capture		EF, TC
Department Objective B. Spaces enrich people's lives.							
7	Increase the number of visits to Open Spaces Department's webpages	Annual with 6 month update	843,784		TBC once year end data available		All
8	Learning programme measures	Annual	New Measure for 2019/20	New Measure for 2019/20	Waiting on outcome of request for additional funding to secure future of the Learning Programme		Dir, EF, NLOS
9	Increase the number of visits to our heritage visitor attractions	Annual with 6 month update	1,034,246	New Measure for 2019/20	1,030,000 Tower Bridge and Monument + Keats House (25,000 or +3% on 2018/19 actual outturn)	Total figure across the attractions	TBM, NLOS
10	Improve customer satisfaction at our heritage visitor attractions	Annual	New Measure for 2019/20	New Measure for 2019/20	Improvement in our customer satisfaction scores across a number of schemes at Tower Bridge and Keats house	Total performance across the attractions	TBM, NLOS
11	Increase tennis court usage	Annual with 6 month update	New Measure for 2019/20 as will include Queens Park tennis courts as well.		TBC once all year end usage data collated		P&G, NLOS

No:	Performance Measure	Frequency	2018/19 Target	2018/19 Actual (annual)	2019/20 Target	Comment re 19/20 target	Contributing Divisions
Department Objective C. Business practices are responsible and sustainable.							
12	Achieve budgeted net expenditure by overarching Committee (OS Director local risk only)	Annual with 6 month update	New Measure for 2019/20 (Budget is (11,934,000))		(12,221,000)	OSCG Committee Achieve Budget Net expenditure (OS Director local risk) for this overarching open spaces Committee	P&G, EF, NLOS, TC, Dir
		Annual with period updates	New Measure for 2019/20 (Budget is 1,700,000)		1,683,000	PHES Committee Achieve Budget Net expenditure (OS Director local risk) for this Committee	C&C
		Annual with 6 month update	New Measure for 2019/20 (Budget is 1,592,000)		£1,555,000	CHL Committee Achieve Budget Net expenditure (OS Director local risk) for this Committee	TBM, NLOS
13	Achieve Budgeted income target by overarching Committee (OS Director local risk)	Annual with 6 month update	New Measure for 2019/20 (Budget is 4,237,000)		4,184,000	OSCG Committee Achieve Budget Gross Income target (OS Director local risk) for this overarching open spaces Committee	P&G, EF, NLOS, TC, Dir
		Annual with period updates	New Measure for 2019/20 (Budget is 4,821,000)		5,089,000	PHES Committee Achieve Budget Net expenditure (OS Director local risk) for this Committee	C&C
		Annual with 6 month update	New Measure for 2019/20 (Budget is 6,842,000)		6,992,000	CHL Committee Achieve Budget Net expenditure (OS Director local risk) for this Committee	TBM, NLOS
14	Volunteer measure	Annual	New Measure for 2019/20		TBC -identifying impact/outcome based measures but assessing level of resource required to collect data.	To be impact based measures aswell as input based	P&G, EF, NLOS, TC, Dir,
15	Increase apprentice performance	Annual	New Measure for 2019/20	New Measure for 2019/20	TBC - aiming to establish baseline in April 2019	% of apprentices that pass their training/qualification with OS (establish level of data available in 2018/19 or gather baseline in 2019/20). % of apprentices that leave OSD and gain full time employment or access further/higher training, within 3 months (establish level of data available in 2018/19 or gather baseline in 2019/20).	All
16	Reduce the number of FTE days lost due to Short term sickness	Annual with 6 month update	3.2 days FTE Working Days Lost per FTE		Target to be set once 2018/19 actual confirmed		All
17	The % of health and safety accident investigations completed within 28 days	Annual with 6 month update	85%		85%	Corporate target	All

Key to contributing divisions

P&G = Parks and Gardens (City gardens and West Ham Park)

EF = Epping Forest

North London Open Spaces (Hampstead Heath. Golders hill Park, Highgate

NLOS = Wood, Queens Park, Keats House)

TC = The Commons (Burnham Beeches and City Commons)

C&C = Cemetery and Crematorium

TBM = Tower Bridge and Monument

Dir = Directorate

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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