



Open Spaces and City Gardens

Date: WEDNESDAY, 11 OCTOBER 2017

Time: 11.30 am

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

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

Enquiries: Natasha Dogra
natasha.dogra@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the minutes of the previous meeting.

For Decision

(Pages 1 - 4)

Open Spaces

4. **OPEN SPACES DEPARTMENTAL RISK REGISTER**

Report of the Director of Open Spaces.

For Decision

(Pages 5 - 32)

5. **YEAR 1 REVIEW OF LEARNING IN OPEN SPACES**

Report of the Director of Open Spaces.

For Information

(Pages 33 - 54)

City Gardens

6. **SUPERINTENDENT'S UPDATE REPORT**

Report of the Director of Open Spaces.

For Information

(Pages 55 - 58)

7. **CITY GARDENS MANAGEMENT PLAN 2017-22**

Report of the Director of Open Spaces.

For Decision

(Pages 59 - 100)

8. **GREENING CHEAPSIDE: ST. PAUL'S TUBE STATION AREA AND ST. PETER WESTCHEAP CHURCHYARD IMPROVEMENTS**

Report of the Director of Open Spaces.

For Decision

(Pages 101 - 126)

9. **SENATOR HOUSE GARDEN IMPROVEMENTS**

Report of the Director of Open Spaces.

For Decision

(Pages 127 - 132)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

Part 2 - Non-Public Agenda

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

For Decision
13. **NON-PUBLIC MINUTES**
To agree the minutes of the previous meeting.

For Decision
(Pages 133 - 134)
14. **BUNHILL FIELDS HERITAGE LOTTERY FUND PROJECT**
Report of the Director of Open Spaces.

For Decision
(Pages 135 - 146)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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OPEN SPACES AND CITY GARDENS **Monday, 17 July 2017**

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 17 July 2017 at 11.30 am

Present

Members:

Barbara Newman
Graeme Smith (Chairman)
Karina Dostalova
Wendy Mead
Deputy John Tomlinson

Officers:

Natasha Dogra	- Town Clerk's Department
Alison Elam	- Group Accountant, Chamberlain's
Martin Rodman	- Superintendent, West Ham Park & City Gardens
Esther Sumner	- Open Spaces Business Manager
Lucy Murphy	- West Ham Park Manager
Colin Buttery	- Director of Open Space
Michael Bradbury	- City Surveyor's Department
Alison Hurley	- City Surveyor's Department

1. APOLOGIES

Apologies had been received from Oliver Sells, Alderman Ian Luder, Caroline Haines and Anne Fairweather.

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

There were no declarations.

3. MINUTES

Resolved - that the minutes be agreed as an accurate record.

4. OPEN SPACES BUSINESS PLAN

The Committee noted the business plan and were informed that 2016/17 was a year of development within the department. The programme approach gathered pace and delivered a number of successes including the new learning team, sales of surplus fleet which were invested in energy efficiency and disposals of surplus lodges. Sites have done well to continue to deliver excellent services (as reflected by our high customer satisfaction) while delivering these changes. Having reflected on the last year, this report identifies a number of areas for improvement.

Resolved – that Members received the report.

5. **CYCLICAL WORKS PROGRAMME BID - 2018/19**

The Committee noted the provisional list of cyclical projects being considered for properties under the management of Open Spaces Committee under the “cyclical works programme”. The draft cyclical project list for 2018/19 totals approximately £1.46m and if approved will continue the on-going programme in the maintenance of the property and infrastructure assets.

Resolved – that the report be received.

6. **EVENTS POLICY**

Members noted that as part of the ongoing preparations for the passage of Open Spaces Bill through Parliament, we are required to develop a formal events policy. The report provided an update on the proposals to develop proposals and consult our communities. It is proposed the consultation takes place from autumn 2017 to early 2018 with the local Consultative Groups. This would allow the events policy to then be considered by each Committee prior to the spring.

Resolved – that the report be received.

7. **SUPERINTENDENT'S UPDATE**

The report provided an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since May 2017.

Resolved – that Member received the report.

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

There were no questions.

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

There was no urgent business.

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.

11. **NON-PUBLIC MINUTES**

Resolved – that the minutes be agreed as an accurate record.

12. **DEBT ARREARS - INVOICED INCOME FOR PERIOD ENDING 31 MARCH 2017**

The Committee received a report of the Director of Open Spaces.

13. **FINSBURY CIRCUS ISSUES REPORT**

The Committee received a report of the Director of Open Spaces.

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

There were no questions.

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

There was no urgent business.

The meeting ended at 12.15 pm

Chairman

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

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Committee	Dated:
Open Spaces & City Gardens	11 October 2017
Subject: Open Spaces Departmental Risk Register	Public
Report of: Director of Open Spaces	For Decision
Report author: Esther Sumner, Business Manager, Open Spaces	

Summary

Members have previously expressed dissatisfaction with the way that risks are presented using the departmental summary risk register alongside the divisional risk registers. Officers believe this is because the current departmental summary risk register does not provide sufficient detail. This report outlines alternative options for the presentation of departmental risks. Members are asked to consider the options, and select one which can then be trialled.

Recommendations

Members are asked to:

- Note the current departmental summary risk register (Appendix 1)
- Approve one of the options outlined in this report for a trial.
- Note that it is recommended that the chosen option be trialled for a year and then reviewed.

Main Report

Background

1. The Open Spaces Department manages risk in accordance with the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System. However, neither the Risk Management Strategy nor the Covalent system anticipated a department spread over six divisions (Hampstead Heath, Highgate Wood, Queen's Park & Keats House; Parks & Gardens; Epping Forest; The Commons; Cemetery & Crematorium; and Tower Bridge & Monument) and reporting to six Committees (Open Spaces & City Gardens; West Ham Park; Epping Forest & Commons; Hampstead Heath, Highgate Wood & Queen's Park; Culture Heritage & Libraries and Port Health & Environmental Services). This has made the concept of a "departmental risk register" challenging.
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 department also responds to the Charity Commission requirement that Trustees confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Open Spaces Committee is presented with relevant risk registers to fulfil this requirement. Although the Charity Commission requires an annual consideration of risks as a minimum, the City's internal policies recommend a quarterly consideration. The Open Spaces Department presents full risk registers to committee twice a year and provides interim updates as part of the Business Plan progress report.

Current Position

4. The Open Spaces Department currently reports on risk using a summary departmental risk register and divisional risk registers for each division. The summary risk register represents the top 5 or 6 cross cutting or most serious issues facing the department. These summary entries point to the detail contained within the divisional risk registers. This approach has not been popular with Members and so alternative presentations of risk are now presented for Members to consider.
5. Recent discussions have identified two further risks which should be included on our risk registers: historic landscapes and safeguarding. It has been identified that a number of our historic landscapes and features could be at a risk of decline or of further decline in their condition. Members will be aware that capital projects are being considered to mitigate this risk. Safeguarding was not previously included on the departmental risk register as it is reflected on the corporate register. This is not felt to be a sufficient so it will be now added to the departmental risk register. The Director is confident that the department is managing this risk well having undertaken "train the trainer" session to prepare staff in the Learning Team to deliver safeguarding training across the department. This is in addition the online training available corporately. These risks will be added to the revised risk register once the new format has been agreed by Members. Members may also like to note that the impact of terrorism at Tower Bridge has now been incorporated into the departmental risk register.

Options

One 1: Departmental summary risk register and detailed divisional risk registers

6. This is the current position. This allows each service committee to monitor its own risks and provides the Open Spaces & City Gardens Committee and the other Committees with the overarching summary position. Members have previously been dissatisfied with the extent of the "summary" provided.

Option 2: Detailed divisional risk registers only

7. This option would do away with the summary departmental risk register and just present the divisional risk registers. This could increase Committee focus on the risks as impacting on the individual divisions. The Open Spaces & City Gardens Committee would only receive the Parks & Gardens risk register, which it is jointly

responsible for with the West Ham Park Committee. The Committee could, if it wished, receive copies of all divisional risk registers annually to satisfy itself of the Committee's strategic role, that risk is well managed across the department.

Option 3: Departmental risk register which reflects actions from divisional risk registers and divisional risk registers

8. This option retains a summary risk register reflecting the top 5 or 6 key departmental issues, but populates the actions with the actions from each of the relevant divisional risks entries. This option has been trailed and is presented at Appendix 2. This approach has the advantage of drawing Members of this Committee's attention to the key strategic issues, whilst allowing Members to "drill down" and see what actions are being taken at each division.

Option 4: Departmental wide risk register

9. This option would see a single risk register produced for all of the Open Spaces, but separate registers would probably be retained for the Cemetery, Tower Bridge & Monument and Keats House. This option would include a risk entry for each risk identified across the department with divisional actions populated as appropriate for each risk. This option has not been trialled due to the amount of work involved, but an analysis of the existing risks across the divisions has suggested that the resulting risk register would be extremely lengthy as the following risks would need to be reflected:

- | | |
|---|---|
| • Asset Condition | • Major incident and resulting 'access denial' |
| • Pests and diseases / pathogens | • Public Behaviour |
| • Invasive non-native species | • Severe weather event |
| • Development close to open space land | • Bathing ponds |
| • Loss of open space land / granting of prescriptive rights | • Zoo licensing / animal husbandry |
| • Financial management / loss of income | • Delivering divisional projects and programmes |
| • Decline of SSSI / SAC condition | • Fire |
| • H&S | • Rural Payment Agency grants |
| • Water bodies / raised reservoirs | • Gilder operations – Kenley Airfield |
| • Wanstead Park – Heritage at Risk Register | • Safeguarding |
| • Skills shortages and succession planning | • Decline in condition of historic landscapes |

10. While this approach would give the Committee an impression of the breadth of issues facing the department, it may also make it difficult to pick out the actions that each division is taking to address the specific issues they are facing at their site. Members may also find that this level of detail is difficult to digest. It is also possible that Members of the Open Spaces Committees may find it frustrating to identify the particular actions identified for their division.

Proposals

11. Members are asked to select a preferred option, Officers recommend options 2 or 3. Unless option 4 is selected, officers will continue to prepare divisional risk registers for presentation to the relevant Committees.

Corporate & Strategic Implications

12. Effective risk management supports the delivery of the departmental business plan and the Corporate Plan.

Implications

13. There are no implications (HR, legal, financial, health, equalities etc) arising from this report. It is hoped that an alternative approach to presenting risks will support Members in their challenge and support of officers on risk.

Conclusion

14. Members' views are sought on a more effective way to present risk.

Appendices

- Appendix 1 – Departmental Risk register (current)
- Appendix 2 – Revised departmental risk register (option 3)

Esther Sumner, Business Manager, Open Spaces Department

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OS Departmental Detailed Risk Report

Report Author: Esther Sumner

Generated on: 27 September 2017



Rows are sorted by Risk Score

Code & Title: OSD Department of Open Spaces Risk Register

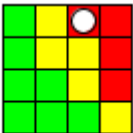
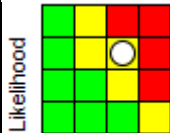

Page 9

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Pests and Diseases <								

Appendix 1 – current departmental risk register

								Score
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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 005 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD CC 011 OSD EF 007 OSD EF 008 OSD NLOS 004 OSD P&G 004 OSD TC 004	Ramorum has been tackled at Epping, although we are monitoring additional outbreaks. Steps are being taken to monitor the spread of OPM across our sites, and can be found in detail in divisional risk registers	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	27-Sep-2017	01-Apr-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of Housing and/or transport development 10-Mar-2015 Colin Buttery	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 Event: Major development near an open space 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.	 Likelihood Impact	16	This risk continues to be rated red due to the work required across the open spaces sites to protect the sites from the impact of developments. Each of the Superintendents and their teams continues to monitor planning applications with the local area and to respond to applications of concern 27 Sep 2017	 Likelihood Impact	12	31-Mar-2019	 Increased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 006 d		Officers throughout the department continue to monitor this risk on a divisional basis and	Andy Barnard;	27-Sep-	01-Apr-

Appendix 1 – current departmental risk register



Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 010 OSD P&G 007 OSD TC 002 OSD NLOS 011	address planning issues as they appear	Martin Rodman; Paul Thomson	2017	2019
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies <div>Page 11</div>	<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>	<div> <div>Likelihood</div> <div>Impact</div> </div>	16	<p>This risk is currently rated red in reflection of the City Engineer's advice to reflect the worst case scenario.</p> <p>Open Spaces and City Engineers will be holding a workshop to consider the risks associated with each of the water bodies. This will give consideration to a range of factors including those water bodies which are in cascade, so could be impacted by provisions in the Flood & Water Management Act 2010 coming into force.</p> <p>The City Engineers and the Panel Engineer continue to monitor and manage the City's water bodies in accordance with best practice and relevant legislation.</p> <p>27 Sep 2017</p>	<div> <div>Likelihood</div> <div>Impact</div> </div>	8	31-Mar-2018	↔
25-Oct-2016								No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note	Due Date
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Appendix 1 – current departmental risk register

				Date	
OSD 007 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 004 OSD TC 006	Water bodies are monitored locally as part of the actions and items listed in the description. Any major issues are escalated to SLT or beyond as necessary.	Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	27-Sep- 2017	31-Mar- 2018
OSD 007 a Workshop and production of summary document	A workshop will be held with the City Engineers to consider the risks associated with each of the water bodies. A summary document will be produced which summaries the risks and other factors such as cascades, shared ownership, dam condition and any required works.	Safety monitoring is conducted divisionally with the City Engineers. Risk actions have been developed where necessary. Further detail can be found in divisional risk registers. A workshop will be held to reassess the risks associated with each water body	Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	27-Sep- 2017	31-Mar- 2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
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	No change to current assessment. Attend C of L Security Advisory Board every month to liaise with Town Clerk and colleagues at other high profile sites. All staff attend Project Griffin and Tower Bridge Security Awareness Training. 08 Sep 2017	 Likelihood	12	31-Mar- 2018	↔ No change

Action no, Title,	Description	Latest Note	Managed By	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.	Chris Earlie	27-Sep- 2017	29-Dec- 2017

Appendix 1 – current departmental risk register


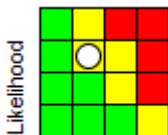
OSD TBM 001b Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements to CCTV hardware as well as security staff learning and development is in place.	Chris Earlie	27-Sep-2017	29-Dec-2017
OSD TBM 001c Staff Training	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All staff attend Project Griffin/ Argus and also in house security awareness workshops. Daily briefing also highlight any on going/ current issues.	Chris Earlie	27-Sep-2017	29-Dec-2017

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Action no,	Description	Latest Note	Managed By	Latest	Due Date
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Appendix 1 – current departmental risk register



Title,				Note Date	
OSD 4 e Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 002 OSD CC 003 OSD NLOS 008 OSD P&G 002 OSD TBM 003 OSD TBM 004 OSD TBM 006 OSD KH 003	Actions delivered locally and monitored departmentally		Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	27-Sep- 2017 01-Apr- 2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public	<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>Likelihood</p> <p>Impact</p>	6	<p>This risk remains static and is likely to remain so. This reflects the high level of effort which is put into managing health & safety together with a belief that it is not practical to bring this risk any lower. The target risk has therefore been adjusted accordingly.</p> <p>Timely investigation of accidents is one of the performance indicators within the business plan. Last year the speed of investigations was significantly below target. The H&S manager has advised that investigation times probably reflect the complexity of some of the occurrences and also the impact of shift patterns on the speed of investigations. This matter has however been referred to the Health & Safety Improvement Group to consider further.</p>	 <p>Likelihood</p> <p>Impact</p>	6	01-Apr-2018	↔

Appendix 1 – current departmental risk register

10-Mar-2015 Colin Buttery				The department continues to manage risk through the Health & Safety Improvement Group; use of generic and dynamic risk assessments; post-accident investigations and shared learning; and regular audits. 27 Sep 2017				No change
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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 001 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 001 OSD CC 001 OSD TC 001 OSD NLOS 006 OSD P&G 001	Locally-delivered actions are shared at the departmental Health & Safety Improvement Group to ensure lessons are learned and best practice shared	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	27-Sep-2017	01-Apr-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 002 Extreme weather	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	 Impact	6	Each of the sites was able to respond well to the hot summer days and were well prepared for fire and crowd issues. As we move through the autumn, sites will ready themselves for the winter and the increasing potential for heavy winds and rain. The current static amber rating reflects a continued concern about the	 Impact	6	31-Mar-2019	↓

Appendix 1 – current departmental risk register

10-Mar-2015 Colin Buttery	injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.			frequency of extreme weather events. 27 Sep 2017				Decreased Risk Score
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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 2 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 009 OSD P&G 005 OSD NLOS 003 OSD TC 005	Sites have their own increment weather plans which are shared departmentally to ensure readiness for weather-related events	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	27-Sep- 2017	31-Mar- 2019

OS Departmental Detailed Risk Report

Report Author: Esther Sumner

Generated on: 27 September 2017



Rows are sorted by Risk Score

Code & Title: OSD Department of Open Spaces Risk Register

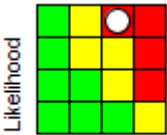
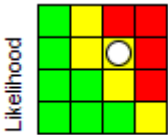

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<p>Page 7</p> <p>*OSD 005 Pests and Diseases summary risk</p> <p>30-Aug-2017 Colin Buttery</p>	<p>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), Leaf Miner Moth 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</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>The increasing risk score reflects the very high level of concern around the continued spread of pests, particularly Oak Processionary Moth (which can be damaging to human health). The department continues to engage proactively with the Forestry Commission to monitor and control OPM, but it is continuing to spread.</p> <p>Epping Forest has also been affected by Ramorum this year.</p> <p>We are not anticipating a reduction in this risk.</p> <p>27 Sep 2017</p>	<p>Likelihood</p> <p>Impact</p>	12	31-Mar-2018	<p>↑</p> <p>Increased Risk Score</p>

Appendix 2 – Departmental risk register with divisional actions (option 3)

	the divisional risk registers.						
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date		
OSD CC 011 a Tree surveys	Regular monitoring of trees Engagement of specialists where required	The proactive approach taken to monitor trees resulted in OPM being recognised and reported to the Forestry Commission. Expert advice on the management of OPM has been sought and is acted upon. Regular inspections and the use of pheromone traps will continue.	Gary Burks	08-Aug-2017	31-Mar-2018		
OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	ongoing	Geoff Sinclair	18-Apr-2017	08-Apr-2018		
OSD EF 007 c Survey Oaks for Acute Oak Decline	Yearly inspection of 600 of the ancient oaks across the centre of the forest. Annual activity.	ongoing inspection	Jeremy Dagley	18-Apr-2017	31-Dec-2017		
OSD EF 007 d Sudden Oak Death	Yearly inspection of all Rhododendron and Larch. Tender of Larch removal. To be done yearly	SOD found at Wanstead park in Rhododendrons	Jeremy Dagley	18-Apr-2017	15-Apr-2018		
OSD EF 007 e Biodiversity policy	Need to develop a biosecurity policy and then implement.	Have discussion and create plan for biosecurity feasibility of implementation. Plan to take to Jan EFCC.	Jeremy Dagley	30-Aug-2017	16-Oct-2017		
OSD EF 007 f Pennywort removal	Removal of Pennywort in Wanstead Park	Ongoing monitoring. All sweetchestnut sites need annual checking for several different diseases and pests.	Jeremy Dagley; Paul Thomson	30-Aug-2017	08-Apr-2018		
OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly	As previously, Staff continue to use approved suppliers for the procurement of trees and plants. Evidence of tree disease in Division Early warning notices to be displayed , e.g. OPM.	Richard Gentry	27-Sep-2017	31-Mar-2018		
OSD NLOS 004 b OPM monitoring	Trained arboricultural contractors carrying out spraying of Oak in previously infected areas	As previously, Spraying has been carried out. Notices were displayed raising awareness. Staff to be advised & updated about OPM and what they should be observing when on patrol.	Richard Gentry	27-Sep-2017	31-Mar-2018		
OSD P&G 004	Ensure staff training is kept updated to enable timely	Provision of staff training ongoing, information is shared within the department	Lucy Murphy;	27-Sep-	01-Jul-		

Appendix 2 – Departmental risk register with divisional actions (option 3)

a Staff training	identification of pest and knowledge of correct treatment/prevention.		Jake Tibbets	2017	2017
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract	New tree contract now in place	Lucy Murphy; Jake Tibbets	27-Sep-2017	31-Mar-2018
OSD P&G 004 c Emergency alerts	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Email alert used regarding presence of OPM found on 28/3/17 at Epping	Martin Rodman	04-Apr-2017	31-Mar-2018
OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Officers continue to keep up to date with industry best practice and to share information within the department	Lucy Murphy; Jake Tibbets	27-Sep-2017	31-Mar-2018

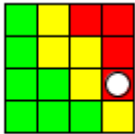
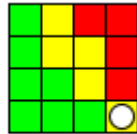
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of development summary risk 30-Aug-2017 Colin Buttery	<p>This risk summaries 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>	16	<p>This risk continues to be rated red due to the work required across the open spaces sites to protect the sites from the impact of developments. Each of the Superintendents and their teams continues to monitor planning applications with the local area and to respond to applications of concern</p> <p>27 Sep 2017</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2018	 <p>Increased Risk Score</p>

Appendix 2 – Departmental risk register with divisional actions (option 3)

Action no, Title,	Description	Latest Note	Managed By	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.	MoU complete, signed. Mitigation strategy in place.	Jeremy Dagley	30-Aug-2017	31-Dec-2017
OSD EF 010 b Natura 2000/Special Area of Conservation (SAC)	Agree a joint approach with Natural England and responses to development pressure on SAC	Joint approach meeting complete. Letter of concern sent in July.	Jeremy Dagley	30-Aug-2017	19-Dec-2017
OSd EF 010 c Forest transport strategy	Negotiate renewal with Essex County Council and extend to cover London Borough's	Still on Essex radar with traffic modelling works undertaken. Agree a forest transport strategy to agree mitigation strategy.	Jeremy Dagley	30-Aug-2017	10-Mar-2019
OSD EF 010 d NGAP package	Meet with LBE and influence outcome of their NGAP project	delayed by London borough of Enfield	Jeremy Dagley	18-Apr-2017	07-Apr-2019
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.	As previously, this is on-going and the Division will make representation when appropriate.	Richard Gentry	27-Sep-2017	31-Mar-2018
OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	As previously, response to planning issues given as and when required.	Richard Gentry	27-Sep-2017	31-Mar-2018
OSD NLOS 011 c Planning applications	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces.	The Division continues to monitor local planning issues	Richard Gentry	27-Sep-2017	27-Jul-2018
OSD P&G 007 a Local authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	LBN planning portal updates received, flagging latest consultations. Close working relationship with Planning colleagues in City.	Lucy Murphy; Martin Rodman; Jake Tibbets	27-Sep-2017	31-Mar-2018

Appendix 2 – Departmental risk register with divisional actions (option 3)

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 of activity and submission of responses as appropriate continues	Hadyn Robson	27-Sep-2017	31-Mar-2018
OSD TC 002 b Monitoring of impacts	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	As previously, action is ongoing. Continuing monitoring of dust and reviewing regular reports from contractors Reviewing results of hydrology monitoring from quarry operator and chasing when required Currently undertaking 5 yearly review of visitor numbers Received interim report on repeat survey of visitor footfall	Hadyn Robson	27-Sep-2017	31-Mar-2018


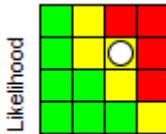

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies summary risk	This risk summaries the property maintenance risks across the Open Spaces Department. The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010. Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach. For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage. 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. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	16	This risk is currently rated red in reflection of the City Engineer's advice to reflect the worst case scenario. Open Spaces and City Engineers will be holding a workshop to consider the risks associated with each of the water bodies. This will give consideration to a range of factors including those water bodies which are in cascade, so could be impacted by provisions in the Flood & Water Management Act 2010 coming into force. The City Engineers and the Panel Engineer continue to monitor and manage the City's water bodies in accordance with best practice and relevant legislation.	 Likelihood Impact	8	31-Mar-2018	↔

Appendix 2 – Departmental risk register with divisional actions (option 3)

30-Aug-2017				27 Sep 2017				No change
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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October	Panel Engineer visited. Next inspection October..	Martin Newnham; Geoff Sinclair	30-Aug-2017	23-Nov-2017
OSD EF 004 b Eagle Ponds	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge	Piling wall present giving LBR responsibility as statutory undertaker. Conservation statement to be used to determine all statutory undertakers.	Geoff Sinclair	30-Aug-2017	01-Apr-2018
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	all mandatory checks are done and blue books filled in as per engineer panel requests	Martin Newnham	18-Apr-2017	08-Apr-2018
OSD EF 004 e Baldwins Pond and Birch Hall Park Pond	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Statement of concern from the panel engineer. Awaiting November committee gateway 4. Subject to EA response.	Geoff Sinclair	30-Aug-2017	03-Sep-2017
OSD TC 006 a Project development	Condition assessments carried out and options provided for approval Options costed Gateway 4 report drafted - Sept 16	Project remains an aspiration in the business plan	Hadyn Robson	27-Sep-2017	31-Dec-2018
OSD TC 006 b Monitoring	Inspections / monitoring of outflow condition Ongoing	All water bodies are monitored by DBE and the Panel Engineer in accordance with best practice and legislation	Hadyn Robson	27-Sep-2017	31-Dec-2018

Appendix 2 – Departmental risk register with divisional actions (option 3)

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 Impact	12	No change to current assessment. Attend C of L Security Advisory Board every month to liaise with Town Clerk and colleagues at other high profile sites. All staff attend Project Griffin and Tower Bridge Security Awareness Training. 08 Sep 2017	 Likelihood Impact	12	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	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.	Chris Earlie	27-Sep-2017	29-Dec-2017
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.	Chris Earlie	27-Sep-2017	29-Dec-2017
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 staff attend Project Griffin/ Argus and also in house security awareness workshops. Daily briefing also highlight any on going/ current issues.	Chris Earlie	27-Sep-2017	29-Dec-2017

Appendix 2 – Departmental risk register with divisional actions (option 3)

DCHL 004c Issue reporting	Ensure all problems or maintenance issues are reported in a timely fashion.	Staff liaise with the City Surveyor's Property Service Desk and raise any urgent issues with their Property Facilities Manager.		01-Jun-2017	27-Oct-2017
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. Superintendent now sits on the BRM working Group to monitor the new contract as it progresses	Gary Burks	08-Aug-2017	31-Oct-2017
OSD EF 002 a Forest asset register	Creation of a forest hydrological asset register for city surveyors	Still awaiting decision on division of responsibility between DBE and OSD. Incorporation into Citymaps. Staff are meeting at Guildhall soon to agree service level agreement.	Geoff Sinclair	30-Aug-2017	10-Sep-2017
OSD EF 002 b Forest furniture audit and maintenance	Database to be created by CS Creation of maintenance plan of all forest furniture and then implement actions arising from plan	Operations team updating own database of inspections on reportable structures currently dragons teeth and height barrier Review of care and maintenance and agreements to agree maintenance of furniture.	Martin Newnham; Geoff Sinclair	30-Aug-2017	28-Dec-2017
OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site	Asbestos Management Plan created and implemented for all buildings at EF. Schedule of audit visits being drawn up at the moment Awaiting completion of all legionella management works by CS.	Jo Hurst	30-Aug-2017	30-Nov-2017
OSD EF 002 e Annual building inspections	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually	2016 completed . 2017 programme being devised. Review of list required to included tenanted and other buildings.	Jo Hurst	30-Aug-2017	17-Dec-2017
OSD EF 002 g Upkeep of Great Gregories farm	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep if the building.	Discussions with business manager and superintendent to create maintenance budget line. Building now insured. Budgets to be included in revised estimates as far as is possible. Adoption of 20 year plan by October 2018.	Jeremy Dagley	30-Aug-2017	30-Sep-2017
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		27-Sep-2017	31-Mar-2018
OSD NLOS 008 a Review of Property Assets	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process	Asset review by the Surveyors Dept. is on-going. Client Liaison Meetings continue. Development of an Asset Management Plan has commenced.	Richard Gentry	27-Sep-2017	30-Jun-2017
OSD NLOS 008 a Training	Training for lifeguards Training is ongoing activity Review annually	Training is identified and arranged at a local Divisional level and reflected in PDRs When necessary, Dept. or Organisational training is rolled out to staff and completed, e.g. Driver Awareness	Richard Gentry	27-Sep-2017	30-Apr-2017

Appendix 2 – Departmental risk register with divisional actions (option 3)

OSD NLOS 008 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process	Action Complete: Client Liaison meetings are taking place. APFM in regular contact with internal Divisional stakeholders.	Richard Gentry	27-Sep-2017	31-Jul-2017
OSD NLOS 008 c East Heath Car Park Capital Project	East Heath Car Park Capital Project	Gateway 3/4 submitted to Committee in September	Richard Gentry; Esther Sumner; Bob Warnock	27-Sep-2017	31-Mar-2019
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	Skanska have now replaced Mitie as the BRM contractor	Lucy Murphy; Jake Tibbets	27-Sep-2017	31-Mar-2018
OSD P&G 002 c AWP	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed monthly at the P&G client Liaison Meeting.	Martin Rodman	27-Sep-2017	01-Jul-2017
OSD P&G 002 d Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	Action Complete: SLA between Open Spaces and City surveyors has been signed off and circulated.	Martin Rodman	27-Sep-2017	31-Jul-2017
OSD P&G 002 e Memorial Management	Agreement on management of memorials between CSD, OSD and Diocese. Subject to regular inspection regime and topple testing (City Gardens section only).	Action complete: Bunhill Fields now documented and fully compliant. Schedule of statutory memorial checks and visits to be arranged, undertaken across all City Gardens by Diocese complete. 20 year programme of investment and maintenance of all memorial assets to be agreed. Review annually. A comprehensive survey of all memorials across City churchyards was completed in Sep 2016	Jake Tibbets	27-Sep-2017	01-Jul-2017

Page 27

Page 27Page 27

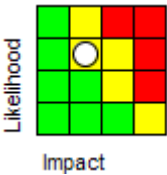
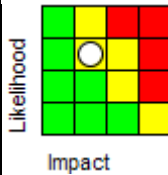
Appendix 2 – Departmental risk register with divisional actions (option 3)

				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	27-Sep-2017	31-Mar-2018
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	27-Sep-2017	31-Mar-2018
OSD EF 001 c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	Annual improvement being addressed by Business SMT and Equalities Board.	Jo Hurst	30-Aug-2017	15-Apr-2018
OSD EF 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Reinforcement from the superintendent that all members of the Health and safety committee have a duty to attend the meeting and cascade the outcome of discussions. Also if they cannot attend they have to nominate a replacement and brief them accordingly prior to the meeting	Paul Thomson	30-Aug-2017	08-Apr-2018
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.	With the mandatory implementation of the breaking ground permit with have limited to the maximum of our knowledge the risk to staff and contractors. Breaking ground has been captured through the implementation of the Epping Contractor Protocol.	Patrick Hegarty	30-Aug-2017	08-Apr-2018
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	Patrick Hegarty; Lucy Murphy; Jake Tibbets	27-Sep-2017	31-Mar-2018
OSD P&G 001 b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required	Patrick Hegarty; Lucy Murphy; Jake Tibbets	27-Sep-2017	31-Mar-2018

Appendix 2 – Departmental risk register with divisional actions (option 3)

	legislation.				
OSD P&G 001 c Biennial review of site health and safety by peer review	Net improvement of standards of H&S following biennial validation visits.	Audit validation completed Nov 2016. Next audit due 2018.	Patrick Hegarty	27-Sep-2017	31-Mar-2018
OSD P&G 001 d Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place.	Lucy Murphy; Jake Tibbets	27-Sep-2017	31-Mar-2018
OSD P&G 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	As previously, Departmental Fire Policy and Fire Management plan implemented.	Martin Rodman	27-Sep-2017	31-Mar-2018
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	Hadyn Robson; Andy Thwaites	27-Sep-2017	31-Mar-2018

Page 29

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 summary risk	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.		6	Each of the sites was able to respond well to the hot summer days and were well prepared for fire and crowd issues. As we move through the autumn, sites will ready themselves for the winter and the increasing potential for heavy winds and rain. The current static amber rating reflects a continued concern about the frequency of extreme weather events.		6	31-Mar-2018	↓

Appendix 2 – Departmental risk register with divisional actions (option 3)

30-Aug-2017 Colin Buttery	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.			27 Sep 2017				Decreased Risk Score
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Action no, Title,	Description	Latest Note			Managed By	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 	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	27-Sep-2017	31-Mar-2018
OSD EF 009 a Emergency plan	Review and update plan	ongoing review			Martin Newnham	18-Apr-2017	01-Apr-2018
OSD EF 009 e Severe weather protocol	Write, implement a severe weather protocol and ensure protocol is rolled out to all relevant staff	ongoing review			Geoff Sinclair	18-Apr-2017	01-Apr-2018
OSD EF 009 f Weekly monitoring of weather warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings and fire severity index	ongoing done by Business manager on a weekly basis and communicated via email burst			Jo Hurst	18-Apr-2017	01-Apr-2018
OSD NLOS 003 a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following and extreme weather event	Response to 'Trigger Events' over the summer has been effective. Staff involved were nominated for a "Celebrating our People" award			Bob Warnock	27-Sep-2017	31-Mar-2018
OSD NLOS	Site plans reviewed annually or following incident if	SMT have met with residential staff and Lodge Policy now in a draft form.			Richard Gentry	26-Apr-	31-Mar-

Appendix 2 – Departmental risk register with divisional actions (option 3)

003 b Review of site emergency plans	appropriate. Next review date September 2016	Call out procedure is being developed, launch date was April 2017, due to competing priorities, this date will be extended,		2017	2018
OSD P&G 005 a Plant species	Increased variety of species planted in order to ‘spread the risk’, e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	11 trees planted at WHP with 7 different species.	Lucy Murphy; Jake Tibbets	04-Apr-2017	01-Jul-2017
OSD P&G 005 b Emergency plan	Review and update plan	Emergency plan document completed with roll out and emergency evacuation exercise scheduled in May. Reference to emergency plan in the tree Risk Assessment	Lucy Murphy; Jake Tibbets	04-Apr-2017	31-May-2017
OSD P&G 005 c Monitoring of warning systems	Monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more.	Martin Rodman	27-Sep-2017	31-Mar-2018
OSD TC 005 a Fire management	Review and update plan Fire management and monitoring policies and plans in place and link to staff training and local emergency services	This action is ongoing Site information/resources shared with emergency services. Plan reviewed annually.	Hadyn Robson	27-Sep-2017	31-Mar-2018
OSD TC 005 b Storms	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	The site continues to monitor and respond to warnings of extreme weather	Hadyn Robson	27-Sep-2017	31-Mar-2018
OSd TC 005 c Climate change	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue continues	Hadyn Robson	27-Sep-2017	31-Mar-2018

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Committees	Dated:
Open Spaces Committee – For Information Hampstead Heath, Highgate Wood & Queen's Park - For information Epping Forest and Commons Committee – For information West Ham Park Committee – For Information Education Board – For Information	
Subject: Year 1 review of Learning in Open Spaces	Public
Report of: Director of Open Spaces	For Information
Report author: Grace Rawnsley – Head of Learning (Open Spaces)	

Summary

'Green Spaces, Learning Places', the Open Spaces Department's new innovative learning programme, was launched in April 2016 and has reached over 45,000 children, young people and adults in the first year of delivery. This programme represents a key method for the City of London to contribute to the health and wellbeing of residents of some of London's most deprived communities through connecting them more powerfully to their local green spaces.

The programme has achieved overwhelming success as highlighted in the first year evaluation report (Appendix A). However, the future of the project remains at risk due to uncertainty over the long term funding arrangements for the core areas of the work.

Recommendation(s)

It is recommended that:-

1. Members note the success of the learning programme in the first year of delivery and support its continued delivery into years 2 and 3 of the current funding.
2. Members note the issue of not achieving funding from external sources and the risk this presents to the programme.

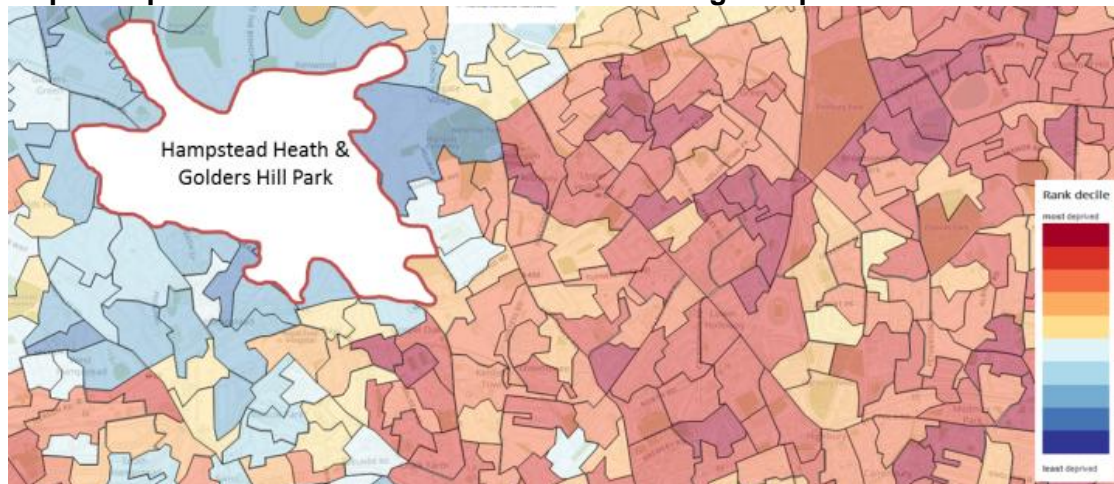
Main Report

Background

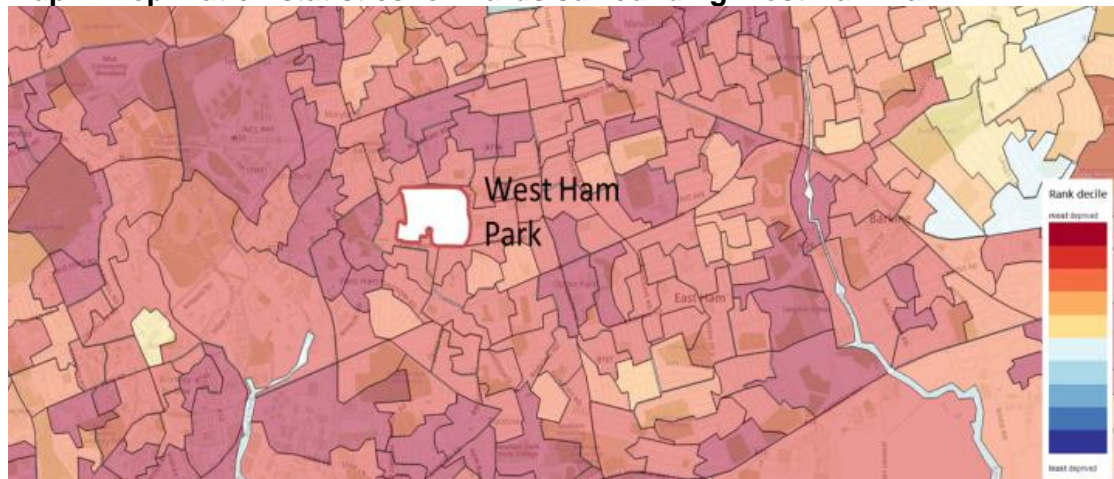
1. Children in deprived areas of London face more barriers than most to accessing nature. City of London green spaces are often located near areas of high deprivation (maps 1-3 below) which makes us uniquely placed to

tackle this challenge. Our goal is to get people outdoors to experience the good feelings and health benefits that we all know come from spending time in green spaces.

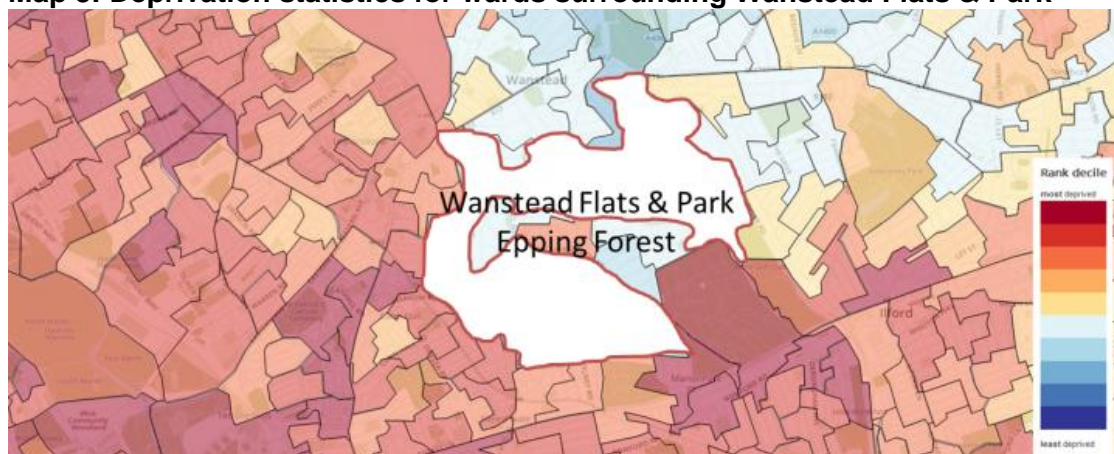
Map 1: Deprivation statistics for wards surrounding Hampstead Heath



Map 2: Deprivation statistics for wards surrounding West Ham Park



Map 3: Deprivation statistics for wards surrounding Wanstead Flats & Park



2. A number of government white papers and prominent studies have highlighted the barriers that young Londoners face to engaging with nature which range from geographical and cultural, to emotional and social. Studies

have shown the results of these barriers on children and young people in London:

- a. Only 1 in 10 children play outside regularly
 - b. People in deprived areas of London are 10 times less likely to have access to green space
 - c. 30% of schools in London have no natural features in their school grounds
 - d. Young people in deprived areas of London face the most barriers to accessing nature in the UK
3. In order to tackle this challenge, we developed a new centrally coordinated outcomes-based approach to delivering learning, focusing on delivering to deprived communities close to our open spaces. This approach was centred around 5 impact areas which make up our strategic learning framework; understanding, confidence, involvement, wellbeing, and connection. Using this approach we designed learning projects and services that deliver impact in our local communities.
4. In April 2016, the new programme entitled 'Green Spaces, Learning Places' was launched and included 5 innovative community based projects and 2 reinvigorated community services. Part of this programme was funded through a generous grant from the City Bridge Trust of £400,000 over three years.
5. The remaining funding is to be accomplished through carry-forwards of local risk savings, grants from other external funders, and hypothecated property income from lodges.
6. The programme was designed to have a number of core roles and services that are ongoing and support future development, as well as a number of fixed term projects. This structure allows the programme to be responsive, resilient and adaptable in the face of changing needs and priorities.
7. Each project was developed to work with communities or audiences who traditionally face barriers to accessing green spaces. The projects are short term but high impact and focus on quality over quantity. The services are designed to reach a wide and inclusive audience to ensure that everyone has an opportunity to learn and connect with nature. The projects are detailed below:
 - a. **Green Talent:** we provide opportunities for unemployed young people or those at risk of becoming NEET near Hampstead Heath to explore careers in the environmental and green spaces sector. However, we have a hidden agenda - we want them to love our green spaces as much as we do, and realise their role in the future of green spaces in London.

- b. **Wild Schools Project:** we work closely with our local schools near West Ham Park to get them using our green spaces to teach their lessons, so that all young Londoners grow up experiencing nature.
- c. **Wild East Project:** often people use green spaces but don't know the stories behind them. Through the Wild East Project we want to tell these incredible stories using mobile interpretation tricycles at West Ham Park and Wanstead Flats.
- d. **Playing Wild:** from experience we know that it doesn't take much for a child to want to play outdoors – they love it. We also know that many children under 5 don't have the opportunity to play outside regularly. We work with parents and community groups to take children outdoors on Hampstead Heath.
- e. **Hampstead Heath Ponds Education Project:** using this real life example of science and engineering in action, we work with secondary school students to bring their learning into context, raise their aspirations and role model STEM careers.

The services are detailed below:

- a. **Wild Schools Service:** what better way to learn about science, geography and history than seeing, hearing, smelling and feeling it first-hand. Our school sessions on Hampstead Heath and Epping Forest are the perfect introduction to green spaces, while hitting some learning objectives at the same time.
- b. **Play Service:** Our popular staffed play areas on Hampstead Heath are the first stepping stone to getting outdoors for many local young people and their parents. We provide family-friendly, nature-focused activities that inspire our visitors to take that next step into nature and green spaces.

Current Position

- 8. In 2016-17, 'Green Spaces, Learning Places' engaged over 45,000 children, young people and adults in learning activities across our green spaces, bringing them closer to the natural world.
- 9. The report 'Year 1 evaluation of Green Spaces Learning Places' (appendix A) specifically highlights the success of the CBT funded projects and services that make up part of our wider learning offer. In summary these successes include:
 - a. **12,225 school students** were inspired through hands-on learning sessions designed to promote discovery, connection and deeper understanding of the natural world
 - b. **33 new dedicated volunteers** from our local communities increased their wellbeing and confidence by giving their time, energy and skills to helping their communities discover more about green spaces
 - c. **2 interpretation bikes and 4 new interpretation kits** have brought nature closer to families in our Wild East Project

- d. **1 vision for volunteering** has allowed the department to continue to create a positive culture of volunteering and 34 staff have received volunteer management training to support this
 - e. **15 new school sessions** have been developed to find new ways to connect students to the natural world and green spaces
 - f. **66 young people** have increased their confidence and employability skills through our Green Talent project
10. Highlights from other areas of our work which are not funded through our CBT grant include:
- g. **Over 3000 secondary school** students experienced a real-life example of maths and engineering in action through our Ponds Education Project
 - h. **Almost 30,000 young people, unders-5s and their parents** got their creative juices flowing, developed new skills and confidence and increased their wellbeing in our nature-focused play activities
 - i. **1 set of school engagement principles** has focused our work with schools to ensure that each student has the opportunity to discover, learn, build confidence and put their learning into context
 - j. **1 set of play principles** has given us guidance on developing the most engaging, child-led, and fun play opportunities
11. Over the first year, we have also been collecting stories, quotes and feedback from our participants about the impact of our work. A representation of this qualitative data can be found throughout the Year 1 Evaluation Report in Appendix A.
12. In order to fully understand our impact we are working in partnership with the University of Derby's Nature Connection Lab to continue to collect robust data and analyse the impact of the programme more definitively and with academic rigour.

Corporate & Strategic Implications

- 13. The Learning programme supports the City's vision for "high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation", and specifically supports KPP5 "Increasing the impact of the City's cultural and heritage offer on the life of London and the nation".
- 14. The programme supports the aspirations of the City of London Education Strategy 2016-2019, particularly in respect of strategic aim 1) Ensuring that the City Corporation's outstanding cultural and historical resources enrich the creative experience of all London's learners; specifically by the Prioritised Action to Promote the national STEM (science, technology, engineering and maths) education agenda through working in partnership across our venues;

and strategic aim 3) Develop excellent employment opportunities and pathways and specifically by the Prioritised Action of Work-related learning and work interactions.

15. Finally, the learning programme is a key mechanism for achieving the Corporate Plan People outcomes specifically; people live enriched lives and reach their potential, people enjoy good health and well-being, and people are safe and feel safe.

Financial Implications

16. The programme is part funded by the City Bridge Trust on a tapered 3 year grant of £400,000 (£220k in year 1, £130k in year 2, £50k in year 3). Currently the City of London funds £200,000 per year made up of central funds and carry forwards where possible. However, the tapered grant requires continued fundraising from external sources to make up the deficit in funding each year (£30k in year 2 and £90k in year 3). Fundraising continues to be difficult for a variety of reasons. Many funders do not fund projects which are currently running, preferring to fund new initiatives instead, making our current funding arrangements problematic. Also, the reputation of the City of London as being a wealthy organisation leads many funders to favour organisations with significantly less turnover.
17. The current programme is funded until the end of the CBT funded period in 2019. However, the programme was designed to continue past this date to continue to build, develop new projects, and make an impact in the community. The future of the programme remains at risk if a suitable funding arrangement is not identified by the end of the third year of the current funding. Given the significant success of the project within the first year and the strong alignment with corporate goals, the department are very keen to continue to programme; the department are considering a bid for a permanent budget uplift to support this.

Conclusion

18. The learning programme has reached an astounding 45,000 people in the first year of delivery, helping to connect these individuals more powerfully to their local green spaces. Through these programmes we have engaged with previously under-represented audiences, and contributed to improving access and connection to green spaces for some of London's most deprived communities. However, the programme faces challenges in achieving further funding both within and after the first 3 years of the programme.

Appendices

- Appendix 1 – Year 1 review of Green Spaces, Learning Spaces

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Open Spaces

Registered Charities

Green Spaces Learning Places

Year 1 Evaluation Report

The City of London owns and manages green spaces in and around London for public recreation and health including Epping Forest, Hampstead Heath, Burnham Beeches, City Commons, City Gardens, City of London Cemetery and Crematorium and West Ham Park. Our green spaces, most of which are charitable trusts, are provided at little cost to the communities that they serve and are funded by the City of London.

A young man with short dark hair, wearing a dark suit, white shirt, and dark tie, is looking through binoculars. He is standing outdoors in a park-like setting with lush green trees and foliage in the background. A hand holding a red clipboard is visible in the foreground on the right side of the frame.

'The beauty of nature, plants, trees and birds can't be left to chance discovery. Akin to the stars in the sky, they can go largely amiss. We have to actively introduce, engage and connect the child to these wonders - so we need facilitators to actively connect our children to nature so as they can enjoy and appreciate the beauty within our parks. Many a family cannot afford summer holidays abroad - missing out on refreshing and enriching experiences. For these families parks are vital, and we need to unlock these spaces so as we enjoy their full potential.'

- Wild East participant

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Green Spaces Learning Places

Introduction

The Open Spaces Department manages 4,500 hectares of natural open space for public recreation and health. Our green spaces, most of which are charitable trusts, are run at little cost to the communities that they serve.

23 million people visit our spaces in and beyond the City of London each year. Along with managing the conservation of these incredible spaces, we concentrate on making a positive and meaningful impact on the communities who use them. We create engaging opportunities to connect people, particularly from deprived and urban communities, more powerfully to their local green space.

Key Highlights in Year 1

- **13,657 people** have been engaged through our work
- **33 new volunteers** have been recruited from local communities
- **2 interpretation bikes and 4 new kits** have been developed
- **1 vision for volunteering** has been adopted by the department and 34 staff have received volunteer management training
- **15 new school sessions** have been developed and delivered to local schools
- **66 young people** have increased their confidence and employability skills

‘I think this is great for the kids, helping them learn about nature in the park, and just learning outdoors itself is so good for them’. Wild East Participant

We are concerned that Londoners are becoming disconnected from the natural world, and we know that people in deprived areas of London face more barriers than most to accessing nature. Our green spaces are often located near areas of high deprivation which makes us uniquely placed to tackle this challenge head on. Our goal is to get people outdoors to experience the good feelings and health benefits that we all know come from spending time in green spaces.

Green Spaces, Learning Places is our innovative new programme of projects and community services aiming to deliver this impact in our local communities. A generous grant from the City Bridge Trust has enabled us to deliver our first year of the programme and will continue to support a further 2 years of our programme.



Green Spaces Learning Places

Learning in green spaces

In order to tackle this challenge, we design projects and services that deliver impact in our local communities, connecting them more powerfully to their local green spaces. We focus our work on five impact areas we feel are the stepping stones to increasing connection to nature and green spaces. We are committed to being inclusive but we focus our resources on the communities who need us the most.

What we are trying to do

Make a positive impact on communities who use or border our green spaces through learning activities

By positive impact we mean...

Understanding

People understand the value and importance of green space

Confidence

People are confident to use green spaces, as part of our activities or independently

Involvement

People take positive action for, and get involved with, green spaces

Wellbeing

People have restorative and meaningful experiences in green spaces

Connection

People develop a sense of place with green spaces, and pass this down through generations

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‘I love science because it lets me discover the world around me’.

Wild Schools Participant



Green Spaces Learning Places

Projects

Our programme is delivered across 4 community projects aiming to engage a wide range of audiences with our green spaces.

'I love hearing 'I haven't seen one of those in years' when adults are reconnecting with wildlife they used to know as a child'.

Wild East Volunteer

Green Talent

Green Talent aims to work with young people furthest from the job market to support them to achieve positive and productive futures. Working with our partners London Youth's 'Talent Match London' project, we provide opportunities for long term unemployed young people to explore careers in the environmental and green spaces sector.

Wild Schools

Wild Schools delivers impactful education to school children through 2 streams. Firstly, we deliver innovative pre-booked school sessions to a wide range of schools. We also take a full-school approach with a small number of London's inner city schools, aiming to embed outdoor learning in a school's ethos and curriculum through assemblies, school sessions, teacher training and senior leadership support.

The Wild East Project

Wild East aims to connect London's families to nature and the environment through 'bringing nature to families', using bespoke interpretation tricycles. Teams of volunteers from the local community will provide exciting mobile events for family to learn more about the natural environment and build confidence to use their green spaces.

Playing Wild

Playing Wild aims to address barriers to connection with nature through targeting families with under-5s through natural play activities. In particular, we will work with and develop relationships with local community centres, play groups and family centres to promote natural play opportunities to their beneficiaries.



Green Talent

Year 1 Progress

- **43 young people** took part in 1 day taster sessions
- **13 young people** participated in week long work experience placements
- **10 young people** participated in longer term work placements

Green Talent offers young people who are NEET or at risk of becoming NEET opportunities to gain skills in the green sector while improving their confidence and wellbeing at the same time. Working with our partners London Youth and London Ambitions, we offer a range of opportunities to explore green space management careers from conservation to leisure to education.

Young people who participated in the programme have reported gaining confidence, environmental understanding, and a deeper connection to green spaces as well as employability skills.

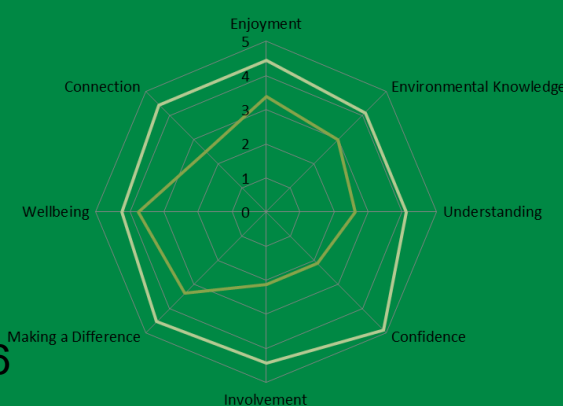
‘I don’t usually go outside much, but I have found out that I enjoy making a difference to the local park’ Green Talent Participant

Case Study – Woodfield School

Our partners, London Ambitions, teamed us up with a special educational needs school for young adults to deliver a longer term programme of work experience placements for 10 young people (picture above). Over 26 weeks, students were given the opportunity to learn about careers in the green sector as well as horticulture skills and hands-on conservation work.

The impact of these sessions was high with all the students learning new skills and gaining confidence (as illustrated in the outcomes star below). In fact, the programme has been widely recognised as successful within the youth work and careers sector. As a result, London Ambitions have teamed us up with 3 Pupil Referral Units to deliver the programme in year 2.

Woodfield School Outcomes





Wild East Project

Year 1 Progress

- **939 participants** at 32 wild east interpretation events
- **4 interpretation kits** developed
- **15 volunteers** recruited
- **1030 additional participants** at RSPB sessions

Working at West Ham Park and Wanstead Flats we want to create a sense of place and ownership of green spaces in the community. Inspiring communities to be involved, engaged and active in championing and shaping green spaces is our aim – after all, the green spaces belong to them.

Often people use green spaces but don't know the stories behind them or how important they are to communities and wildlife. Through the project we bring communities and families using green spaces closer to those stories to inspire a deeper connection. You can learn more about the project by watching this video: <https://www.youtube.com/watch?v=2NhGxBnsuII&feature=youtu.be>

'To be honest, I just thought it was football pitches. I had no idea all this [nature] was here'.
Wild East Participant

The project has been particularly successful in engaging diverse participants and volunteers and connecting with faith and community groups.

A major aim of Green Spaces, Learning Places is to reach new and diverse audiences, and connect them to their local green spaces. The Wild East Project has done just that with families and volunteers coming from a wide range of backgrounds. 58% of participants and volunteers are BAME while 60% volunteers are under the age of 40.





Wild Schools

Year 1 Progress

- **2451 students** learning in West Ham Park in bespoke sessions
- **2 INSET sessions** delivered in partner schools
- **8 volunteers** recruited
- **10 schools** involved in bespoke sessions

A review of environmental education projects highlighted that many barriers exist to schools using their local green spaces regularly for learning including teacher confidence, lack of resources, health and safety concerns, and lack of understanding of how the natural world can be linked to various curriculum subjects. This project aims to break down these barriers in two different ways.

Firstly, we work with a small number of schools in Newham to embed outdoor learning in their school ethos. Working directly with teachers, senior leadership and students across the entire school to build confidence in outdoor settings.

Secondly, we deliver high quality inspiring booked sessions to a wide range of schools across 12 London boroughs at our Epping Forest and Hampstead Heath education centres.

Bespoke sessions

We have been working closely with 3 schools on learning outside across the curriculum.

A particular success this year has been our 'Maths Trail' sessions developed in conjunction with Elmhurst Primary and rolled out to our other partner schools. 700 students from years 1-6 learned about maths in West Ham Park.

Feedback from teachers before the development of the sessions highlighted that they struggle to connect their maths lesson planning to outdoor, real-life situations. After the sessions, teachers felt energised and excited about the ways in which they could use the natural environment to teach maths. Teachers also reported that students were able to make good progress with their understanding of complex mathematical concepts through learning outdoors and using concrete examples.

"As a teacher, a highlight was seeing the children in my class in a different environment. After experiencing the session first-hand, all of the children felt confident to speak and share their ideas. The learning session allowed for some brilliant follow up work at school"



Wild Schools

Year 1 Progress

- **9804 students** learning at Hampstead Heath and Epping Forest
- **15 new sessions** developed
- **99% of teachers** reported that we met their learning objectives

Booked sessions

Schools across 12 London boroughs have engaged with the natural world and our shared heritage through our booked school sessions at Hampstead Heath and Epping Forest.

Our sessions facilitate learning through active engagement with our unique spaces. We are learner-centred in our approach, and provide fun and inspiring activities which support and enrich the National Curriculum.

A highlight of this year has been the development of brand new programmes at both Hampstead Heath and Epping Forest. Using our principles for school engagement which promote discovery and exploration, the team have developed fantastic sessions which augment the national curriculum.

New sessions at Epping Forest include 'Orienteering through history' and 'Stone Age Survivors' which connect the social and natural history of the forest and highlight the ongoing relationship between humans and nature.

Our new 'Heath beneath our feet' session at Hampstead Heath focuses on connecting learning done on site to the wider world through promoting scientific thinking and enquiry skills.

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*'It was terrific. It was well
organised, all the children were
engaged and all learnt something.'*

Wild Schools participant



Playing Wild

Year 1 Progress

- **441 participants** at 33 playing wild events
- **3 community group events** engaging with 130 participants
- **11 volunteers** recruited and supporting the project delivery

It's the right of every child to experience playing outside and we know so many children are not experiencing this regularly.

On top of this, playing outside has many positive health and wellbeing benefits for young children and builds a lasting relationship with the natural world in adulthood. The societal health benefits include lower rates of obesity, increased physical activity and fitness, and reduction in learning disorders such as ADHD.

Playing Wild has worked with families and community groups to break down the barriers of playing outside through building confidence in both parents and children. The project has been particularly successful in two areas. Firstly, our drop-in sessions at Queen's Park are popular and reaching a wide range of the community.

Secondly, in conjunction with a local community centre near Hampstead Heath, we have developed a 6 week playing wild course which works with both parents and children to play outdoors with confidence. Participants are provided with playing wild kits to ensure that they can continue to play wild after the course has finished. We have plans to roll this course out more widely in year 2 of the project.

'We've really enjoyed exploring the Heath and seeing all the plants and bugs.' Playing Wild participant

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Volunteering

Year 1 Progress

- **1 vision for volunteering developed** with associated framework and training
- **33 volunteers recruited**
- **100% volunteer satisfaction** with recruitment process and welcome

Our volunteering development work positions volunteers as a key beneficiary of the programmes we run in green spaces.

A new departmental vision guides our approach to recruiting and managing volunteers, insuring that policies and procedures are relevant and up-to-date.

Staff are supported to deliver the aims of the vision by a new programme of training and regular support and guidance on issues ranging from duty of care to DBS checks.

The results of this development work are already being felt by volunteers, with 100% strongly agreeing or agreeing that they felt welcome by the Open Spaces team.

At a volunteer impact event in March, volunteers said that they enjoy the social aspect of volunteering, doing something worthwhile and being energised by the physical outdoor experience at the same time.

They also recognised the valuable advocacy role they play. One volunteer wrote that it was: 'A real joy to engage with a diverse range of the community, especially when that enthusiasm is reciprocated.'

Our learning team volunteers relish the feeling of helping young people and families to explore and learn about the natural world. In the words of Mahfuz, a Wild Schools volunteer: "I look forward to taking part each week and helping children explore the park. You can see the extra benefits they gain from being outside. It's very rewarding."

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'There are so many reasons to volunteer, from making new friends to learning about myself in different situations. Everyone is very welcoming which makes me want to keep coming back again and again.' Wild East volunteer



Our learning so far

Year 1 Progress

Through the first year of our project, we have learnt so many valuable things about our projects and our communities. Some of these lessons have been small, such as under-5s struggle with glitter glue. And some of these lessons have been big like the importance of putting the time in to really understand your community at the beginning of a project.

As a team, we are committed to reflecting on our work at all times to ensure we are making the most impact in our communities. We capture this learning on a monthly basis to chronicle the growth of our programme. We have highlighted 4 of the themes that regularly recur when we reflect on the challenges and successes of our projects.

We are particularly excited to have developed a partnership with the University of Derby for the second year of our project to help us learn more about the impact we are making.

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- **Having time to think:** At the beginning of the programme it was tempting to start delivering straight away as we were all keen to make an impact. However, we took the time to think, in depth, about our projects and the impact we wanted to achieve before we jumped into delivering. As a result, our projects are stronger and making a deeper impact.
- **Integrating a new team and new approach:** It's always hard to be the new kids on the block. On top of that, we were delivering an entirely new approach to learning. Naturally we faced resistance and scepticism. We found that strong internal communication, being passionate about what we do and demonstrating our value was key to embedding ourselves.
- **Understanding our communities:** It sounds like a no-brainer but in order to work with a community, you need to understand that community. We spent the time (and it takes time) at the beginning of each project getting to know our communities. This has led to a sense of ownership over our projects in the communities we are working with.
- **Evaluating our impact robustly:** We still feel we have a lot to learn about evaluating our impact. We struggled to get an evaluation consultant who we felt would be able to take our evaluation to the next level. So this year, we focused on qualitative data in the form of stories and will be working closely with the University of Derby over the next 2 years.

'We can connect to nature in many different ways including feeling emotionally connected to nature, feeling a part of a green space, seeing ourselves as intertwined and mutually dependent on nature, and taking positive action for green spaces. In our programmes, we see this as a culmination of what we do - the end point we are ultimately trying to achieve. All our other impacts help us to connect people more powerfully to their local green spaces.' - Head of Learning



The City of London owns and manages green spaces in and around London for public recreation and health including Epping Forest, Hampstead Heath, Burnham Beeches, City Commons, City Gardens, City of London Cemetery and Crematorium and West Ham Park. Our green spaces, most of which are charitable trusts, are provided at little cost to the communities that they serve and are funded by the City of London.

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Committee:	Date:
Open Spaces & City Gardens	11 October 2017
Subject: Superintendent's update	Public
Report of: Superintendent of Parks & Gardens	For Information
<p style="text-align: center;">Summary</p> <p>This report provides an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since July 2017.</p> <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none">• Note the report	

Main Report

Budgets

1. The budgets for both City Gardens and Bunhill Fields are in line with anticipated profile of expenditure for this time of year. Of the four Carry Forwards requested from the departmental City Fund underspend 2016/17, three were approved. Consequently improvement projects will take place this coming winter/spring at West Smithfield, Cleary and Tower Hill Gardens. The request for funding to undertake planting improvements at St. Dunstan's in-the-West was rejected.

Personnel

2. Two of the four team leaders who work within the City Gardens Team are leaving due to emigration and retirement. We are in the process of recruiting to these roles and have had a good number of quality applicants.
3. Three apprentices started on the 25th of October and we are working to recruit two more.
4. The new City Gardens Manager started on the 31st July.

Operational Activities

Seething Lane

5. The Pepys Garden at Seething Lane was reopened to the public on 18th August.
6. Planted in April 2017, the garden boasts a large lawn area of 259m² which has a large bespoke stone bird bath set within the grass, the planting of 14 trees, 57 linear meters of hedging, automated irrigation system throughout the garden, a large pergola and a gardeners' store room and toilet.
7. The garden is planted with a mix of shrubs and herbaceous and has many climbers which will afford shade and interest. On the pergola red climbing roses are planted which will provide the red rose for the Knollys Rose Ceremony whilst on other structures, there are nesting opportunities for birds.
8. The garden will also display the original Pepys statue on a newly created plinth
9. The stone planters have castellated edges to deter skateboarders

Mitre Square

10. Mostly completed and planted with a small element left for planting in autumn 2017 this garden is split into two areas – Creechurch Place (two small raised planters with shrubs planted) and in Mitre Square five slightly raised planters. Two planters have turf areas and wooden seating set on top of the stone edging. The planters have a variety of multi-stemmed trees, under planting and creepers.
11. The garden is fitted with automated irrigation. The stone edging is fitted with stainless steel anti-skate studs.

Aldgate

12. Due for completion by end of March 2018, this will finalise the original programme and will also include the frontage to St Botolph without Aldgate Church. This area will provide improved access from the street to the Church entrance, three new trees, hedging and various other shrub/herbaceous planting.

Others

13. The Planning and Transportation division has agreed to fund a survey of all the private trees in the City – the last being carried out in 2004. This will update our records and provide us with accurate information as to how many private trees are in the City. This will be carried out in late autumn this year.
14. **Contracts:**
 - Flexi-pave contract has been awarded to KB Industries Ltd
 - Christmas Tree contract has been awarded to Elvedon Trees
 - Tree Works Contract has been awarded to Gristwood and Tomms

Community, Volunteering, Outreach and Events

15. Friends of City Gardens – Church Entry improvements will be taking place on the 6th, 9th, 11th October with two other dates to be confirmed., corporate volunteers from either Skanska or Bloomberg will be in attendance on at least two of these days.
16. City in Bloom award ceremony is being organised by the Friends of City Gardens, with date and location to be confirmed.
17. Moor Lane pop up garden – Built by volunteers from Friends of City Gardens, designed by Studio Xmples, commissioned as part of the Low Emission Neighbourhood project. The launch of the garden coincided with the UK's first National Clean Air Day, which aimed to raise awareness about the harmful effects of air pollution.
18. City Gardens have been working to support the Culture Mile with installations at West Smithfield and Moor Lane pop up Garden.
19. Following last year's success, Nomad cinema held their second pop up cinema event on 17th October in Festival Gardens. The event was again very successful.
20. Bunhill Fields Burial Ground received both a Green Flag Award and Green Heritage Site. Bunhill Fields was judged in May with the judges commenting that it was a 'fantastic site conserved and enjoyed' during the site visit. Entrants must have a concise management plan and a clear understanding of their users, their site and management strategy by fulfilling eight key criteria to achieve Green Flag Award status.
21. The City was awarded the Flowers in The City Luder Trophy for St. Andrew's Churchyard, Holborn.
22. City Gardens enjoyed a success in this year's London in Bloom awards:
 - City of London – Overall winner in the Town category (based on population size)
 - St Olave's Churchyard, Hart Street – Gold and overall winner of Churchyard of the year award.
 - Beech Gardens, the Barbican Estate – won Gold in the Small Park/Garden category
 - St Dunstan in the East – also won Gold in the Small Park/Garden category
23. Volunteer groups that work with the City also performed very well in the "It's Your Neighbourhood" category :
 - Fann street community garden - level 4 award "Thriving"
 - Friend of City Gardens - level 5 award "Outstanding"

Appendices

- None

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Committee:	Date:
Open Spaces & City Gardens Committee	11 September 2017
Subject: City Gardens Management Plan 2017-22	Public
Report of: Director of Open Spaces	For Decision
<p style="text-align: center;">Summary</p> <p>This report sets out a summary of the comments received during the recent consultation process on the Management Plan (2017-22) for City Gardens. Consultation lasted from May to July and included a broad range of stakeholders. All comments received were supportive of the Draft Plan and some respondents provided very specific feedback on certain issues, for example biodiversity or sustainability. A table was produced (Appendix 1) listing the responses and explaining where these comments have been included, if appropriate, in the revised draft. Finally, this report seeks your approval to adopt the attached final draft document (Appendix 2) as the City Gardens Management Plan for the next 5 years.</p> <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none">• Adopt the attached draft Management Plan (2017-22) for City Gardens.	

Main Report

Background

1. The draft City Gardens Management Plan set out the vision, objectives and priorities for the management of the City's Open Spaces. It brings together the key actions from other strategic documents such as the Open Space Strategy, City Biodiversity Action Plan and the City of London Tree Strategy, outlining how they will be delivered.
2. Officers prepared an accessible and easy to read document describing how the gardens, churchyards and open spaces in the Square Mile are managed and outlined the key objectives proposed for the next five years. On the 12 May 2017, Members approved the draft City Gardens Management Plan and agreed it for public consultation.
3. Consultation began in May and was completed in July 2017. Links to the document were circulated to residents, local schools, libraries and businesses so that a broad range of views and comments were obtained. The plan was also publicised through the garden noticeboards, City Gardens e-newsletter

and website. A full copy of the Management Plan was also made available in the Members reading room, housing estate offices and libraries. A consultation exercise was carried out with the members of the City Gardens Team to gather their views and expertise.

Current Position

4. A Given the breadth of consultation and the timescale, the number of respondents was relatively few. Comments received ranged from broadly supportive to very specific, the latter proving especially helpful. The full range of comments can be viewed at Appendix 1, along with a brief explanation as to whether the comment was included in the revised draft strategy, the reason why and location within the document.

Proposals

5. The vision for the management plan is: "The creation of a network of high quality and inspiring open spaces which helps ensure an attractive, healthy, sustainable and socially cohesive place for the City's communities and visitors."
6. To achieve this vision, the importance of working towards an agreed national standard for good practice in the management of parks and green spaces has been recognised. By adapting the Green Flag Award recommendations for a successful park, seven key service objectives have been identified for the City Gardens, grouped under three themed action plans:

Action Plan 1: Horticulture and open space management

Green Flag Award criteria:

- 1: A welcoming place
- 2: Healthy, safe and secure
- 3: Well maintained and clean

Action Plan 2: Environmental responsibility

Green Flag Award criteria:

- 4: Environmental management
- 5: Biodiversity, landscape and heritage

Action Plan 3: Community involvement and communication

Green Flag Award criteria:

- 6: Community Involvement
- 7: Marketing and communication

7. Action Plan 1 will ensure that high standards of grounds maintenance will be delivered in all of our green spaces, including those that we manage on behalf

of others through Service Level Agreements, and those new spaces that are yet to be created.

8. Action Plan 2 seeks to ensure that the team operates responsibly with regard to use of the earth's limited resources, in all of the work we undertake. This section therefore includes themes as diverse as using sustainable plant materials, how we manage our waste, and how the team can contribute to other City of London policy documents such as noise reduction and Low Emission Neighbourhoods.
9. Action Plan 3 sets out how the City Gardens team engage with our stakeholders, including working with our Friends group, welcoming volunteers, creating a healthy environment for all our users, and providing an interesting and engaging environment through events and activities.
10. The intended lifespan of the latest City Gardens Management Plan is 5 years, and the document will be reviewed throughout this period to ensure it remains fit for purpose and that progress is being made against the action plans.

Corporate & Strategic Implications

11. The City Gardens Management Plan supports the City of London Corporate Plan, specifically Key Policy Priority 5 (KPP5): Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the Nation.
12. The creation of a Management Plan actively contributes to three of the five objectives in the Open Spaces Departmental Business Plan, specifically OSD1: Protect and conserve the ecology, biodiversity and heritage of our sites; OSD3: Enrich experiences by providing high quality and engaging, visitor, educational and volunteering opportunities; and OSD4: Improve the health and wellbeing of the community through access to green space and recreation. The Management Plan is also one of the key actions to achieve under objective OSD1.

Implications

13. **Financial implications** - In the event of further budget reductions, the ability of the City Gardens team to deliver all of the aspirations within the plan may be compromised and will be dependent on the resources available. The Management Plan prioritises actions ensuring the most efficient use of those resources. The plan will also be a useful tool in securing external funding to help support the work that is carried out in the gardens and open spaces of the Square Mile.

Conclusion

14. The completion and adoption of a comprehensive Management Plan for the City Gardens is an important milestone in the ongoing development and improvement of the City's green spaces. Through the consultation process

undertaken over the summer, we are now confident that the Plan is as representative as possible of the views of staff and users.

15. The Plan now provides a clear document setting out a wide range of information supporting the day to day operations of the team, as well as policy guidance in key areas, and a clear vision for the City Gardens for the next five years and beyond.

Appendices

- Appendix 1 – Consultation feedback
- Appendix 2 – City Gardens Management Plan 2017-22

Background Papers:

Committee Report – City Gardens Draft Management Plan 2017-22 (May 2017)

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City Gardens Draft Management Plan 2017-2022

Contents

1.0	Introduction	4
1.1	Why do we need a Management Plan?	4
1.2	The City of London	4
2.0	Local policy	5
2.1	City of London Local Policy: Local Plan 2015	5
2.2	Open Space Strategy	5
2.3	Open Spaces Audit	5
3.0	Open Spaces Department	5
4.0	City Gardens, Open Spaces Department	6
4.1	Governance	6
4.2	How are the open spaces managed by City Gardens funded?	7
5.0	What do we maintain?	8
5.1	Gardens	8
5.2	Churchyards	8
5.3	Highway Planting	9
5.4	Bunhill Fields Burial Ground	9
5.5	Historic significance	9
6.0	What do our users think?	10
7.0	Challenges	11
8.0	Action Plans	11
9.0	Action Plan 1: Horticulture and open space management	12
9.1	Delivering new and improved open spaces	12
10.0	Action Plan 2: Environmental responsibility	12
10.1	Sustainability	12
10.2	Waste	12
10.3	Noise	13
10.4	Tree Inspections and maintenance	14
10.5	Tree Strategy	14
10.6	Biodiversity	14
10.7	Health and Safety	15
10.8	City Gardens Working Safely Manual	15
10.9	Parks and Gardens Contractor Protocol	16
11.0	Action Plan 3: Community involvement and communication	16
11.1	City Gardens Events Policy	16
11.2	Health and Wellbeing	16
11.3	How do we recognise our achievements and those of others?	17
11.4	Engaging with the City community through volunteering	18
11.5	Case Study – Friends of City Gardens	19

1.0 Introduction

1.1 Why do we need a Management Plan?

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

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

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

1.2 The City of London

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

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

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

2.0 Local policy

2.1 City of London Local Policy: Local Plan 2015

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

2.2 Open Space Strategy

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

2.3 Open Spaces Audit

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

3.0 Open Spaces Department

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

Open Spaces Business Plan 2016-19

The Open Spaces Business Plan strategic vision is to:

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

Our department values are:

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

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

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

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

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

Our departmental objectives are:

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

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

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

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

4.0 City Gardens, Open Spaces Department

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

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

4.1 Governance

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

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

The open spaces managed by City Gardens team are generally within the Square Mile and are mostly funded by the City Fund. Bunhill Fields Burial Ground, located in the London Borough of Islington, is funded by City's Cash.

City Fund pays for the City of London's local authority, police authority and port health authority activities and is money received from central government, a share of business rates income and the proceeds of the local council tax.

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

Rennie Garden in Southwark is funded from the City's Bridge House Estate as a historic landholding forming part of the southern bridgehead of Blackfriars Bridge. Planted areas around Guildhall are maintained on behalf of the City Land Committee. City Gardens look after the Barbican Estate and the City of London School for Girls and recharged to those organisations.

Open spaces owned as part of the City's investment portfolio that are accessible to the public are managed by City Gardens and costs recharged to the City Surveyor.

The Community Infrastructure Levy, Section 106 agreements and to a lesser extent, Section 278 agreements provide direct capital for improvements from developers. We usually seek to include 20 years maintenance costs within the funding for new capital projects (and net increase in maintenance costs for refurbishment of existing gardens). Where possible we seek benefits in kind such as agreements for cleansing arrangements or access to storage and operational facilities with local stakeholders. Occasionally improvements are carried out with funding from local stakeholders via unilateral agreements, amendments to leases and licences, e.g. scaffolding, filming, photography and events. Grants are sought from various bodies and through programmes such as TFL tree planting and air quality schemes.

A City Gardens' Reserve Fund has been set up to help pay for garden improvements which cannot readily be met from other sources.

5.0 What do we maintain?

5.1 Gardens

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

5.2 Churchyards

Active, with a church onsite, or disused

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

5.3 Highway Planting

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

5.4 Bunhill Fields Burial Ground

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

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

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

5.5 Historic significance

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

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

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

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

6.0 What do our users think?

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

Key facts from City Gardens Snapshot Survey 2016-17

- 86% of respondents rated the garden they visited as 'good' or 'very good'
(Total respondents: 76)
- 51% of respondents stated they were City workers, 25% residents and 31% a visitors. (Total respondents: 72)
- 47% of respondents were aged 20 - 44 (Total respondents: 61)
- 64% of respondents arrived at the garden between 12 noon and 2pm.
(Total respondents: 68)
- 46% of respondents stated their visit was for 'peace and quiet', 36% visited to enjoy their 'lunch break' and 25% visited for 'walking'.
(Total respondents: 66)

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

A 'You Said, We Did' page will be created on the City Gardens webpages to demonstrate how we have responded to suggested improvements and equally

explain why something might not be possible. This demonstrates the value of completing the survey to individuals.

7.0 Challenges

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

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

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

8.0 Action Plans

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

Action Plan 1: Horticulture and open space management

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

Action Plan 2: Environmental responsibility

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

Action Plan 3: Community involvement and communication

Green Flag Award criteria:
Section 6: Community Involvement
Section 7: Marketing and communication

9.0 Action Plan 1: Horticulture and open space management

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

9.1 Delivering new and improved open spaces

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

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

10.0 Action Plan 2: Environmental responsibility

10.1 Sustainability

The City of London Local Plan 2015 identifies energy consumption, air quality and the urban heat island and climate change as particular sustainability issues faced in the City.

As extreme weather events such as flooding, drought and heatwaves become more frequent the City's open spaces and the public realm need to become more resilient to remain a pleasant place to live, work and visit.

Planting in new and refurbished parks, gardens and churchyards should predominantly be selected for suitability to the local site conditions but also with resilience to future climatic conditions in mind. Opportunities to incorporate Sustainable Drainage Systems (SuDS) into planted beds should be encouraged where condition permits as well as other interventions that reduce the amount, flow or rate of surface water discharged into sewers.

10.2 Waste

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

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

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

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

10.3 Noise

The City of London Noise Strategy 2016-2026 addresses the management and mitigation of noise in the Square Mile. With other City Corporation department the City Gardens team will contribute towards the aim of protecting the enhancing the acoustic environment and soundscape of the City of London.

The aim is to protect, and where possible enhance, the acoustic environment and soundscape in suitable parts of the City in such a way that any measures will contribute to an improvement in health and quality of life and wellbeing for residents, workers and visitors.

In delivering this aim it will be necessary to seek opportunities for the enhancement of the acoustic environment, for the promotion of soundscape initiatives and for the protection of quiet and tranquil places when and where such measures are supported by the local community.

The policies include identifying open spaces that would benefit from further protection or enhancement of the acoustic environment.

10.4 Tree Inspections and maintenance

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

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

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

10.5 Tree Strategy

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

10.6 Biodiversity

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

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

The BAP will be delivered under the following themes:

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

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

10.7 Health and Safety

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

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

10.8 City Gardens Working Safely Manual

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

10.9 Parks and Gardens Contractor Protocol

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

11.0 Action Plan 3: Community involvement and communication

11.1 City Gardens Events Policy

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

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

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

11.2 Health and Wellbeing

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

Priorities – Priority 2: a healthy urban environment

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

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

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

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

11.3 How do we recognise our achievements and those of others?

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

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

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

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

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

11.4 Engaging with the City community through volunteering

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

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

The City Gardens team both encourages and supports individuals, residents and community groups across the Square Mile that both directly and indirectly support our aims and objectives and have a positive impact on our open spaces, the surrounding environment and the community. Volunteers make a highly valuable contribution to the management and understanding of the parks, gardens, churchyards and built environment within the Square Mile and are well placed to pursue local action that delivers both community and Open Spaces aims.

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

City Gardens expresses its commitment to volunteers by allocating time and resource to directly and indirectly support volunteer activity which improves the natural and built environment for the benefit of residents, workers and visitors to the City.

11.5 Case Study – Friends of City Gardens

Friends of City Gardens (FoCG) are a community group of over 200 volunteers based in the City of London. FoCG support the City Gardens Team, Open Spaces Department by organising constructive and inclusive activities for volunteers that improve access to the City's green spaces, enhance biodiversity and help preserve the City's garden heritage. FoCG organise a range of activities that appeal to different sectors of the City community, from gardening to building leaf compost bins, biodiversity surveys to walks and talks.

FoCG were established in 2013 and now contribute over 4,000 volunteer hours a year. As well as encouraging best biodiversity practice through the annual City in Bloom challenge, FoCG also works to create improve existing and create new green spaces in the Square Mile. In 2015 they designed and installed a 100 metre long pop up garden on the disused platform of Barbican Underground Station, working with TfL, local businesses that provided both financial and volunteer support. In 2017 FoCG created two new street level pop up gardens in the public realm as part of a campaign to raise awareness of air quality and encouraged over a dozen corporates to refresh their planters as part of the RHS Greening Grey Britain campaign.

FoCG also carry out biodiversity surveys, including an annual breeding bird survey; facilitate skills training for volunteers and have delivered Green Roof Enhancement Workshops for City building managers and planners. FoCG work closely with companies such as Skanska to provide corporate volunteering opportunities in City Gardens and run a major programme of food growing and outdoor learning activities with local primary schools to help children learn about biodiversity as well as how to grow and cook their own vegetables.

Having an established Friends group has created a closer working relationship between the City community and the City Garden Team. As the group has grown in its ambitions this had led to new opportunities and working relationships between community groups, City business and City Corporation departments. This has contributed to a stronger engaged community in the City, the health and wellbeing of those who participate and both harness and develop the skills of individuals.

This positive and productive culture of volunteering is supported by a departmental vision and divisional strategy which provides steer to the City Gardens team.

Related Plans and Strategies

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

Appendix

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

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

Table 1 – Action Plan 1: Horticulture and open space management

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

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

Action No	Action	Lead Partner	Link to OSBP	Start/end Date
ER2.1	Review and tender the City Gardens fleet for renewal in 2020 incorporating clean emission and sustainability features.	CoL OSD	OSD1	2018-2019
ER2.2	Monitor, deliver and report on the City of London Biodiversity Action Plan 2016-2020.	CoL OSD	OSD1	Annually to 2020
ER2.3	We will identify, where possible, potential open spaces in the City that would benefit from further protection and/or enhancement of the acoustic environment and/or from soundscape initiatives in conjunction with relevant internal teams and interested external organisations.	CoL M&CP	OSD1	2016-2026
ER2.4	Review and agree how the City of London Corporation's duties and commitments to biodiversity should be delivered following the new publication of the Mayor of London's Environment Strategy published in late 2017.	CoL OSD	OSD1	2018
ER2.5	Commission review of Sites of Importance for Nature Conservation in the City of London. Reviewed sites to be adopted via the City of London Local Plan.	CoL OSD	OSD1	ER2.5 2020-2022
ER2.6	To review sustainability action plan to include: increasing onsite recycling, reduction of waste generated by users, water management, SUDS, sustainable planting and plant selection.	CoL OSD		2018-2020

Table 3 – Action Plan 3: Communication and community involvement

Action No	Action	Lead Partner	Link to OSBP	Start/end Date
CCI3.1	Prepare and submit 'Parks for People' Heritage Lottery Fund application for Bunhill Fields Burial Ground	CoL OSD	OSD1 OSD2	2017-2019
CCI3.2	Create and enable increased opportunities for 'supported' and 'unsupported' volunteering.	CoL OSD	OSD3	2017
CCI3.3	Produce a City Gardens volunteering policy and manual to support volunteering.	CoL OSD	OSD3	2017-18
CCI3.4	Review and produce an annual Communications Plan for the City Gardens team.	CoL OSD		Annually March
CCI3.5	Review and update the City Gardens Map for printed and web based use.	CoL OSD	OSD3	2018
CCI3.6	Review, design and install information and interpretation signage across City Gardens.	CoL OSD/CPR	OSD1	2018-2020
CCI3.7	Create a sponsorship policy to encourage partnerships and funding for City Gardens.	CoL OSD	OSD2	2019
CCI3.8	Review and revise the City Gardens Events Policy annually to ensure compliance, management and pricing are in line with Open Spaces policies and other London boroughs.	CoL OSD	OSD1 OSD 2	Annually April
CCI3.9	Opportunities Checklist for garden improvement and development projects to be developed, to ensure that the wide range of aims and objectives for open spaces are	CoL OSD		March 2018

	considered at design stage and that a strategic approach to gardens across the city is developed. These will include sensory gardens, play, biodiversity, SUDS, health, soundscape etc.			
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City Gardens

Page 87

City of London Draft City Gardens Management Plan 2017-2022

Consultation Statement

July 2017

City of London –
protecting green
spaces since
the 1850s

INTRODUCTION

City Gardens, Open Spaces Department, City of London Corporation have prepared the Draft City Gardens Management Plan 2017-2022.

CONSULTATION REQUIREMENTS

Consultation on the Draft City Gardens Management Plan 2017-2022 took place between Monday 22nd May and Friday 14th July 2017. The following stakeholder groups were consulted:

- Key officers from City of London Corporation departments.
- City Gardens, Open Spaces Department stakeholders
- Consultation poster with a link to the consultation webpage to both download and provide comments and feedback was displayed in noticeboards at St Mary Aldermanbury Garden, Bunhill Fields Burial Ground, West Smithfield Rotunda Garden, Postman's Park, Finsbury Circus Garden, St Botolph Without Bishopsgate and St Dunstan in the East.
- Consultation posters displayed at Guildhall, Artizan Street, Barbican and Shoe Lane libraries.
- Webpage created on the City Gardens website and an e-newsletter sent out to subscribers.
- Draft Management Plan consultation promoted on City of London Corporation social media streams.

The consultation period resulted in constructive comments from 4 individuals which have been acknowledged and addressed with amendments made to the management plan were appropriate. The comments are detailed in the table below along with an explanation as to whether the comment was included in the revised management plan.

1.0	Organisation	
	Open Spaces and City Gardens Committee	
	Comments Received	City Corporation Response
1.1	Comment Re: How are the open spaces managed by City Gardens funded? Suggestion that document should include details of alternative sources of funding that are secured such as agreed maintenance costs, CIL, section 275 and section 106.	4.2 updated to explain the full extent of funding sources received by City Gardens.
2.0	Organisation	
	Facilities Management, City Surveyor's, City of London Corporation	
	Comments Received	City Corporation Response
	No comment	No Action required
3.0	Organisation	
	Head Gardener, Inner Temple Gardens, The Honourable Society of the Inner Temple	
	Comments Received	City Corporation Response
	I have got nothing to add to the action plan 1 to 3. It is a good document.	No Action required

1.0	Organisation	
	Friends of City Gardens	
	Comments Received	City Corporation Response
1.1	Comment <p>I think you need to add in something about waste recycling in Action Plan 2 as you do refer to it in the text. You also need an Action on staff training (which should not just be horticultural, i.e. biodiversity, communication, working with volunteers/children etc) and I think an action to use expertise from other sections of Open Spaces, where appropriate.</p>	<p>We have added an objective in Action Plan 2.6, the review of the sustainability action plan that will include targets relating to waste recycling. To continue to work with City Corporation colleagues, to continue to seek solutions to increase onsite recycling and to reduce the amount of waste generated by users of our open spaces.</p> <p>Staff receive a range of training to support their roles. Biodiversity related training is identified in Biodiversity Action Plan. Communications training is identified in the City Gardens Communications Plan. Volunteer training is identified and delivered by the Learning Team, Open Spaces Department. Identifying and delivering staff training is established an on-going.</p>

1.2	<p>Comment</p> <p>Re: Table 3 – Action Plan 3: Communication and community involvement</p> <p>CC13.9 Develop and install an accessible, sensory garden or part of a garden to enhance the mental health and well-being of residents, City workers and visitors and particularly children with Special Educational Needs.</p> <p>CC13.10 Develop and install a green gym to promote health and well-being.</p>	<p>The need for a specific sensory garden should be explored as part of Area Enhancement Strategies.</p> <p>The use of sensory and fragrant planting should be considering in all spaces when developing planting schemes. To be included on a 'opportunities checklist'.</p> <p>Opportunities for outdoor gym with fixed equipment to be explored with Health and Wellbeing colleagues.</p> <p>Opportunities to introduce a green gym which focuses on exercise and gardening based activities to be explored as part of future proposals at Bunhill Fields.</p>
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<p>1.3</p>	<p>Comment</p> <p>Re: Table 2 – Action Plan 2: Environmental responsibility (includes sustainability, biodiversity and heritage)</p> <p>On reflection under Action Plan 2 I think you need an objective to make more gardens smoke free.</p>	<p>The Joint Health and Wellbeing Strategy Action Plan 2017-2020 identifies the need to increase the number of smoke free spaces in the City with the outcome of reduced parental smoking and reduced smoking in parks and paly areas. Current Smoke Free Gardens to be reviewed and users surveyed gauge support.</p>
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2.0	Organisation	
	Pollution Control, Markets & Consumer Protection	
	Comments Received	City Corporation Response
2.1	Comment <p>The issue of noise / soundscape has been omitted from the draft management plan and should be included to meet the aims of the City of London Noise Strategy 2016 to 2026.</p> <p>In particular –</p> <p>CHAPTER 5 -PROTECTING AND ENHANCING THE ACOUSTIC ENVIRONMENT AND SOUNDSCAPE OF THE CITY OF LONDON</p> <p>To protect, and where possible enhance, the acoustic environment and soundscape in suitable parts of the City in such a way that any measures will contribute to an improvement in health and quality of life and wellbeing for residents, workers and visitors.</p> <p>In delivering this aim it will be necessary to seek opportunities for the enhancement of the acoustic environment, for the promotion of soundscape initiatives and for the protection of quiet and tranquil places when and where such measures are supported by the local community</p> <p>POLICY SOUNDSCAPE 1: The City Corporation will, where possible, seek to integrate acoustic design and management into other relevant City Corporation policies and strategies and environmental management practices so as to enhance the acoustic environment and soundscape of the City.</p>	<p>Reference to the City of London Noise Strategy 2016-2026 added to 10.0 Environmental responsibility, 10.3 Noise.</p> <p>Soundscape has been added to the objectives checklist as details in action CCI3.9 aims and objectives</p>

2.2	<p>POLICY SOUNDSCAPE 2: The City Corporation will identify certain open spaces in the City that would benefit from further protection or enhancement of the acoustic environment and/or from soundscape initiatives and will seek appropriate supportive funding.</p> <p>Comment</p> <p>Re: Table 2 – Action Plan 2: Environmental responsibility (includes sustainability, biodiversity and heritage)</p> <p>Action 2. We will identify potential open spaces in the City that would benefit from further protection and/or enhancement of the acoustic environment and/or from soundscape initiatives in conjunction with relevant internal teams and interested external organisations.</p>	<p>Action ER2.3 added to Table 2 – Action Plan 2: Environmental responsibility (includes sustainability, biodiversity and heritage)</p>
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3.0	Organisation	
	<p>██████████</p> <p>Professor of Planting Design and Urban Horticulture Department of Landscape, University of Sheffield.</p>	
	Comments Received	City Corporation Response
3.1	Comment	
	<p>First I must declare an interest - I have been involved with the re-design of the plantings at Beech Gardens, The Barbican, and also with some other City of London projects. I therefore have a good amount of background with the City of London City Gardens.</p> <p>It is very good that this plan has been produced, and that it has been put out for consultation.</p> <p>However, my feeling is that this could be a much more radical and forward-looking document than it is.</p> <p>This is because the City of London has been at the forefront of new initiatives (i.e Barbican replanting) and because the City Gardens are so important in the overall character of the city, but also because they have so much potential for the future.</p> <p>I think there is potential for real leadership here, and in setting a national example for how to meet the challenges of climate-change, economic pressures, biodiversity objectives, and increasing user pressures, with novel and innovative approaches.</p> <p>Much of the content of the draft management plan is non-controversial, and the actions are fairly general and do not have a lot of very specific or innovative content.</p>	<p>Thank you for taking the time to respond and thank you for your comments.</p> <p>Beech Gardens is a site that works in its context, but most of our sites do not have the same benefits that a wide elevated space provides and that particular planting scheme would not be transferable to many of our sites. Design needs to be site specific, as well as allowing for site individuality through a variation in designs and approach.</p> <p>The aim of the management plan is to describe the role and function of the City Gardens team in managing City of</p>

	<p>This openness to innovation has been what really struck me in my work at The Barbican.</p> <p>So, some of the sorts of things that could be included are:</p> <ul style="list-style-type: none"> - a commitment to reduce the need for automatic irrigation, or regular irrigation unless in severe drought conditions. And/or a commitment to reduce or eliminate irrigation by treated potable mains water. This can be achieved through ongoing changing of the character and content of plantings to make them climate-change adapted. - A wider commitment to meeting the challenges of climate change through moving to plantings that are adapted to the changing London climate. - Reducing intensive approaches to garden maintenance where appropriate. For example, changing from regular seasonal bedding to longer-term perennial bedding - introducing new ideas and concepts - i.e using naturalistic or 'mingled' bedding ideas, rather than old and traditional formal bedding - Undertaking a detailed audit of how more ecological ideas or less-intensive maintenance could be introduced into City Gardens - a commitment to training or CPD of city gardens managers and work-force into new horticultural ideas and maintenance techniques - supervised volunteer involvement in maintenance to enhance that undertaken by City Gardeners <p>There are many other innovations, initiative, pioneering approaches that could be integrated into this document, so that the City Gardens become a national (and international) example of leadership in how to maintain the highest standards of excellence and visitor satisfaction, whilst also meeting future and current climate and economic challenges in very innovative and exciting ways.</p>	<p>London Corporation open spaces in the Square Mile. This therefore makes it challenging to include specific or innovative opportunities that may be associated with a specific project until investigated further.</p> <p>The City Gardens team will look at how future challenges are addressed in City-wide policies that inform both City Corporation and privately managed spaces such as the City of London Local Plan and Open Space Strategy.</p> <p>Details regarding sustainability and plant selection have been added to 10.0 Environmental responsibility, 10.1 Sustainability. Automatic irrigation is currently preferred as an efficient method of establishing planting schemes and trees but there is a commitment to reduce reliance on main</p>
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	<p>I am very happy to help out with this, or to have a wider discussion on what sort of initiatives could be taken.</p>	<p>water.</p> <p>ER 2.6 is a new action point for the review of the sustainable action plan to include water management, SUDS, sustainable planting, Air Quality and Heat Island</p> <p>There has been considerable reduction in the use of bedding across City Gardens sites although will continue to be used at flagship sites. We will continue to select a planting pallet suitable for the site condition and include a mix of shrub and herbaceous.</p>
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4.0	Organisation	
	Department of Community and Children's Services	
	Comments Received	City Corporation Response
4.1	Comment Great to see a good emphasis on health and wellbeing. Would be good to see more about how children and young people use City gardens and the potential for increasing outdoor play.	Thank you for comment. The City Gardens team will be working with the Public Health Team to identity opportunities for outdoor play. Opportunities to also be explored with the Learning Team, Open Spaces Department. Several of our open spaces currently include opportunities for nature

4.2	<p>Comment Re: 7.0 Challenges</p> <p>Challenge, ageing work force. Could investigate using traineeships as part of open spaces traineeship programme, to get young people interested in working in this sector.</p>	<p>play but there is a need for more multi-functional landscapes and features for all ages.</p> <p>We are in the process of recruiting 4 new apprentices to work within the City Gardens Team</p>
4.3	<p>Comment Re: Engaging with the City community through volunteering</p> <p>Volunteering: Adult Skills, a possible option could be an Adult Community Learning course (health and wellbeing), with a focus on basic horticulture to work on some of the City Garden spaces as part of the course. Would need to investigate tools and equipment and an easy way to transport to locations.</p> <p>Time credits for volunteers working City Garden sites – Would like to see them included in the section 'how we recognise our volunteers'</p>	<p>These comments will be considered as part of CCI3.3 <i>"Produce a City Gardens volunteering policy and manual to support volunteering."</i></p>

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Committees: Open Spaces Streets and Walkways Projects Sub	Dates: 11 th October 2017 17 th October 2017 8 th November 2017	
Subject: Greening Cheapside: St. Paul's Tube Station Area and St. Peter Westcheap Churchyard Improvements	Gateway 3 Outline Options Appraisal(Regular)	Public
Report of: Director of the Built Environment Report Author: Kam Dale		For Decision

Summary

Dashboard:

- (i) Project status: Green
- (ii) Timeline: Gateway 3.
- (iii) Project estimated cost: £700 - £1,250K
- (iv) Spent to date: £37,500
- (v) Approved Budget: £45,000
- (vi) Overall project risk: Low
- (vii) Gateway 1 and 2: Greening Cheapside Project. Committees: Projects Sub, Open Spaces & City Gardens and Streets & Walkways. Approval: April 2016.

Context:

Greening Cheapside project was identified as a high priority in the Cheapside and Guildhall Area Enhancement Strategy (adopted by the City in 2015) with the objective of enhancing greening and re-landscaping in the area. This project was developed with the active support of the Cheapside Business Alliance (CBA) and the Diocese of London. They have been consulted on its development and are in support of the proposals outlined in this report. The CBA has also contributed financially to the project at Gateway 1 and 2 stage, and a further £100,000 contribution to deliver detailed designs for this next stage has been secured.

There are a number of current corporate priorities in the area which the project would contribute to including improving connections into the emerging Culture Mile and security of the City. Completed enhancements in the area include improvements to the former St. Paul's Churchyard coach park, Festival Gardens and Carter Lane into accessible gardens, as well as the One New Change shopping centre and 150 Cheapside developments.

A Gateway 1 and 2 report was approved by Committees in April 2016, and the project proposes public realm enhancements to two sites: the area around St. Paul's tube station and the churchyard of St. Peter Westcheap (Wood Street) as shown in the location plan in Appendix 1. The environs of St. Paul's Tube station is currently congested with poor wayfinding and movement throughout the site, as well as a lack of seating within close vicinity of St. Paul's conservation area. St. Peter Westcheap is located on Wood Street and is populated primarily by

smokers and the associated detritus and smell of cigarette butts. It also contains limited signage, planting and railings that are in need of restoration. The churchyard is a former burial ground containing a number of historic structures and a historic plane tree protected by a Tree Preservation Order. Both locations could benefit from enhanced / additional planting to improve the local air quality and appearance.

Progress to date:

Following Gateway 1 and 2 approval, landscape architecture consultants were appointed to develop designs and options for each site were produced. This followed close and ongoing consultation with key stakeholders including the CBA which comprises representatives from the main local businesses. The designs were successfully presented at the CBA's quarterly board meetings in June 2017 and as a result the CBA agreed to contribute £100,000 for the next stage of the project. Officers have consulted with other local stakeholders including the Diocese of London, The Parish of St. Vedast, St. Paul's Cathedral and local landowners for each site, who all support the proposals

Overview of options:

The consultants have produced a set of options for each site, with three options for St. Paul's tube station area and two for St. Peter Westcheap which are outlined below. All options for both phases are in line with the aspirations of the Cheapside Area Enhancement Strategy to provide a high quality and sustainable public realm whilst complementing the City's heritage assets. They also deliver on key objectives in the CBA's business plan 2017/18 for improved wayfinding and greening of Cheapside.

For the St. Paul's tube station area, there are three options with increasing scope as follows (see details in Appendix 4):

- **Option 1- New planting, seating, wayfinding and a drinking fountain:** This option includes the replacement of the existing planters with smaller ones that do not obstruct pedestrian desire lines and increase space for pedestrian access. Additional wayfinding elements to signpost the Cathedral when exiting the tube station would be added as well as a drinking fountain, new integrated planting and accessible seating to enhance dwell time. The planters on the traffic island crossing to Newgate Street would be retrofitted to provide a small amount of informal seating and greenery. Due to a possibility of future changes to the traffic island as part of other high priority projects taking place in the area, a minimal intervention is deemed the most appropriate option here.
- **Option 2: - Option 1 plus new trees:** This option includes Option 1 plus the addition of trees to mark Cheapside's south eastern approach and to help to soften the hard landscape. This expanded scope will establish a new connection into the Culture Mile by signposting the area for those crossing over the Millennium Bridge from the south of the City.

- **Option 3: Option 2 plus new paving and additional seating:** This option includes Options 1 and 2 with additional elements to give the area a sense of place. It includes new paving which reflects the historic grain in the whole site as well as additional seating with new linear benches.

The proposals for St. Paul's tube station area seek to ease congestion around the site, enhance greening and improve wayfinding in particular to St. Paul's Cathedral.

Based on the assessment of the criteria outlined in Appendix 2, option 2 and 3 are ranked highest and proposed to be taken forward to detailed design stage. The final option will be decided at Gateway 4 and 5 subject to the funding available.

St. Peter Westcheap Churchyard has two options (see details in Appendix 5):

- **Option1: 'The Woodland Glade in the City'**. This consists of a line of planting on either side of the churchyard, new linear bench seating and some accessible seating to create a central area for people to dwell. This also includes the restoration and reparation of the railings and wall, retaining the remaining headstones and the introduction of new signage to explain the history of the site.
- **Option 2: 'The Choir Stall'**. This consists of Option 1 plus the creation of a structure based on the idea of a choir stall to be installed on three sides of the churchyard to give the user a sense of enclosure and calm away from Wood Street and Cheapside's busy thoroughfare. It will echo the ecclesiastical character of the space and acknowledge its history as the site of the former St. Peter's Church.

The enhancements for St. Peter Westcheap would seek to open up the space to other users and secure public access to the churchyard via a legal agreement, increase greening and biodiversity, renovate and conserve the historic hard landscaping of the churchyard.

Based on the assessment of the criteria outlined in Appendix 2, option 1 is ranked highest and proposed to be taken forward to detailed design stage.

Next Steps:

Following Gateway 3 approval, both locations will be developed to detailed design stage. It is then proposed to split the project into phases to allow the two schemes to be implemented in separate programmes to avoid delays; these are Phase 1: St Paul's Area and Phase 2: St Peter Westcheap Churchyard.

More surveys will be carried out to inform the development of the approved options with further local stakeholder engagement before the Gateway 4 and 5 report is submitted for approval in Spring 2018. The designs will include corporate security measures appropriate to each location.

Procurement Approach:

The landscape architecture consultants were appointed via a competitive three quote tendering exercise with City Procurement.

The total contract will deliver completed designs for Gateway 4 and 5.

Financial Implications:

A total of £109,000 is required for the next stage of the project. This is funded from a £100,000 contribution from the Cheapside Business Alliance, an underspend of £7,500 from the previous stage and £1,500 from 100 Cheapside s106 monies (see appendix 3 for finance tables).

A funding strategy is to be developed during this next stage and funding for the implementation stage will be confirmed at Gateway 4 and 5.

Recommendations

It is recommended that Members of Streets & Walkways and Open Spaces Committees approve:

- (i) Progression of option 2 and 3 for St. Paul's tube station area to Gateway 4 and 5 (detailed design and implementation) under the 'regular' Gateway process.
- (ii) Progression of option 1 for St. Peter's Westcheap churchyard to Gateway 4 and 5 (detailed design and implementation) under the 'regular' Gateway process

It is recommended that Members of Projects Sub and Streets & Walkways Committees approve:

- (i) The funding to develop the preferred options for each site to Gateway 4 and 5, at a total cost of £109,000 to be fully funded by the Cheapside Business Allowance (£100,000), underspend from the project (£7,500) and s106 monies from 100 Cheapside (£1,500).

See attached.

Appendices

Appendix 1	Location Plan
Appendix 2	Issues and Objectives / Assessment Criteria
Appendix 3	Finance Tables
Appendix 4	St. Pauls Tube Station Area Options
Appendix 5	St. Peter Westcheap Churchyard Options
Appendix 6	St. Paul's Tube Station Area and St. Peter Westcheap Selected Visuals

Contact

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Options Appraisal Matrix

St. Paul's Tube Station Area				St. Peter Westcheap Churchyard	
	Option 1	Option 2	Option 3	Option 1	Option 2
1. Brief description	<p><u>St. Paul's Tube Station Area: Option 1</u></p> <p>This option will deliver aims of brief to ease congestion, improve wayfinding and enhance greening around the tube station. This includes new:</p> <ul style="list-style-type: none"> • planters • seating • signage • water fountain 	<p><u>St. Paul's Tube Station Area: Option 2</u></p> <p>This option includes the enhancements proposed in Option 1 plus seeks to establish connection into the Culture Mile. With enhanced greening and signposting. This includes new:</p> <ul style="list-style-type: none"> • Trees • Informal seating and greening on traffic islands 	<p><u>St. Paul's Tube Station Area: Option 3</u></p> <p>This option includes the enhancements proposed in Option 1 and 2 plus widens the scope to create a sense of place. This includes new:</p> <ul style="list-style-type: none"> • paving design • additional trees / planting 	<p><u>St. Peter Westcheap Churchyard: Option 1: 'The Woodland Glade in the City'</u></p> <p>This includes new:</p> <ul style="list-style-type: none"> • planting • seating and street furniture • signage • restoration of wall and railings • lighting of historic features 	<p><u>St. Peter Westcheap Churchyard: Option 2 'The Choir Stall'</u></p> <p>This includes Option 1 plus:</p> <ul style="list-style-type: none"> • 'choir stall' structure
2. Scope and exclusions	The scope of the project will be focussed on the area around the tube station – see plans (Appendix 1).		The scope of the project will be focussed on the area around the tube station and will consider the servicing area adjacent to 5 Cheapside – see	The scope of the area will be focussed on the enhancement of the churchyard and the restoration of the railings and walls (Appendix 1).	

St. Paul's Tube Station Area				St. Peter Westcheap Churchyard	
	Option 1	Option 2	Option 3	Option 1	Option 2
			plans. (Appendix 1)		
Project Planning					
3. Programme and key dates	<ul style="list-style-type: none"> • Site surveys / Design Development – Autumn 2017 • Stakeholder Consultation – Ongoing • Gateway 4 and 5 – Spring 2018 • Implementation – Summer 2018 			<ul style="list-style-type: none"> • Site Surveys / Design Development: Autumn 2017 • Stakeholder Consultation: Ongoing • Gateway 4 and 5: Spring 2018 • Implementation: To be confirmed 	
Risk implications	<ul style="list-style-type: none"> • Full Costs of works exceed estimates As the design options are refined the anticipated costs of the scheme will be refined. • Objections to the designs/ works by key stakeholders Officers will continue to work closely in partnership with key stakeholders throughout the process. • Below ground utilities and shallow foundations of the tube underneath may impact upon the designs and cause delays to the programme. Radar surveys and additional investigations will be undertaken to mitigate against any issues and design will be modified if necessary. 			<ul style="list-style-type: none"> • Full Costs of works exceed estimates As the design options are refined the anticipated costs of the scheme will be refined. • Objections to the designs/ works by key stakeholders Officers will continue to work closely in partnership with key stakeholders throughout the process. • Damage to heritage assets during construction Once the design is finalised the method and approach for the construction phase will identify potential risks and plan accordingly. • Below ground archaeology may 	

St. Paul's Tube Station Area				St. Peter Westcheap Churchyard	
	Option 1	Option 2	Option 3	Option 1	Option 2
				<p>affect the programme Identify the potential impacts of works on below ground archaeology with the Historic planning team. Develop a design that will minimise the risk of issues occurring and establish other steps to manage this including a watching brief for the works, if required.</p> <ul style="list-style-type: none"> • A maintenance agreement will need to be agreed prior to commencement of implementation of scheme. Higher level discussions with senior officers and the Diocese will be required. • Faculty and Planning permission will be required. Close consultation with the Church will take place to minimise delays / issues. 	
5. Benefits and disbenefits	<ul style="list-style-type: none"> • Improved accessibility / movement • Enhanced greening • Improved wayfinding 	<ul style="list-style-type: none"> • Improved accessibility / movement • Enhanced greening • Improved wayfinding • Connection to City's 	<ul style="list-style-type: none"> • Improved accessibility / movement • Enhanced greening • Improved wayfinding 	<ul style="list-style-type: none"> • Enhanced public space • Increase greening and biodiversity • Renovate / conserve the 	<ul style="list-style-type: none"> • Enhanced public space • Increase greening and biodiversity • Renovate / conserve the

St. Paul's Tube Station Area				St. Peter Westcheap Churchyard	
	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 1</i>	<i>Option 2</i>
		Culture Mile	<ul style="list-style-type: none"> • Connection to City's Culture Mile • Creating a sense of place 	historic hard landscaping of the churchyard.	historic hard landscaping of the churchyard.
6. Stakeholders and consultees	<ul style="list-style-type: none"> • Cheapside Business Alliance • Local Landowners • The Diocese of London • Parish of St. Vedast • St. Paul's Cathedral 				
Resource Implications					
7. Total Estimated cost	£400,000 - £450,000	£450,000 – 500,000	£750,00 – 800,000	£300,000 – 350,000	£400,000 - 450,000
8. Funding strategy	To be confirmed at Gateway 4 and 5				
9. Estimated Capital Value/ return	N/A				

Page 110

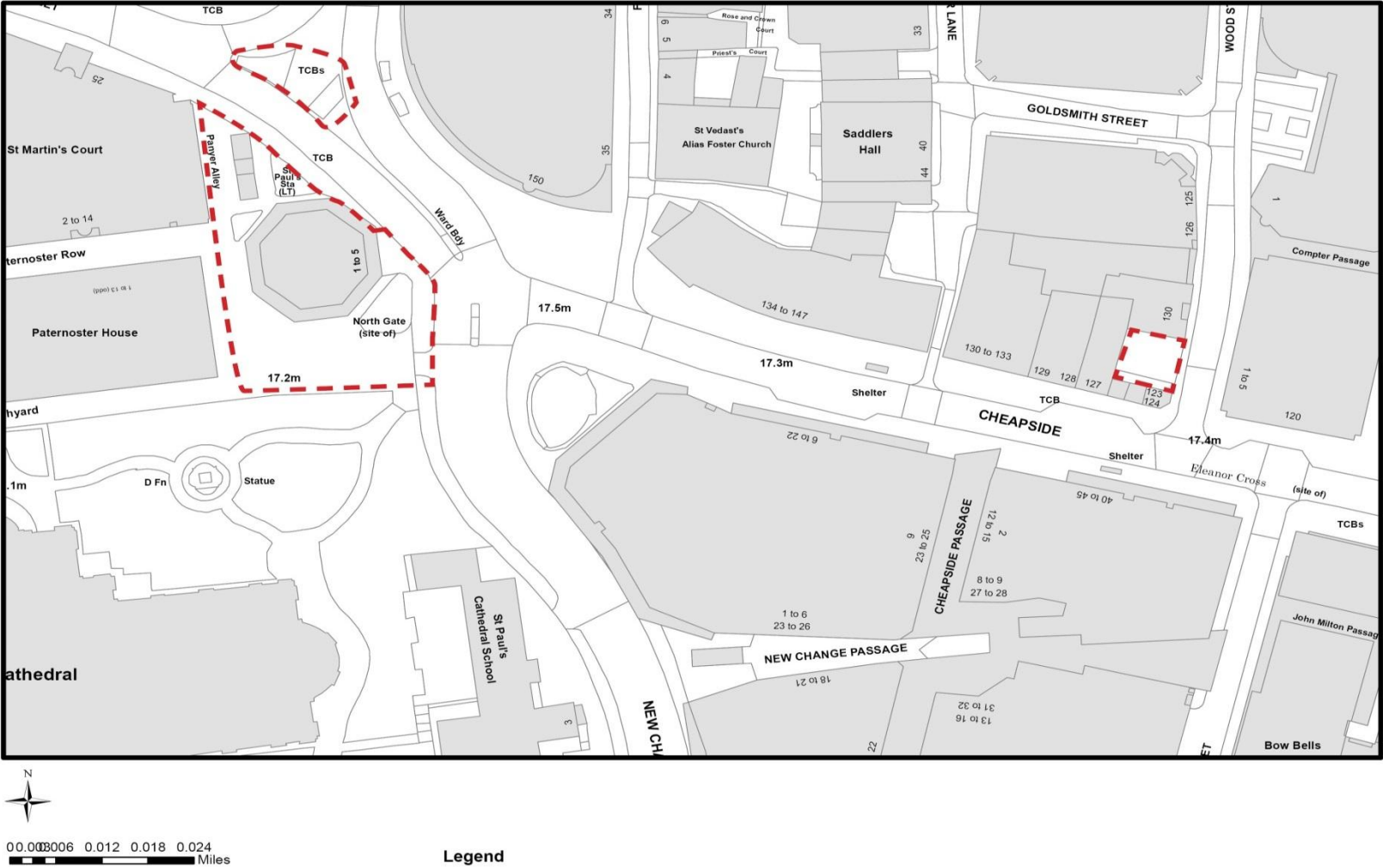
St. Paul's Tube Station Area				St. Peter Westcheap Churchyard	
	Option 1	Option 2	Option 3	Option 1	Option 2
10. Ongoing revenue implications	To be confirmed at Gateway 4 and 5				
11. Investment appraisal	N/A				
12. Affordability	N/A				
13. Legal implications	There should be no legal implications for this option.			A maintenance agreement between the City of London Corporation and the Diocese of London will be agreed prior to the implementation of this project. A template maintenance agreement has been drafted by City solicitors and will be used to form the basis of this agreement with bespoke clauses if required.	
14. Corporate Property Implications	N/A				

St. Paul's Tube Station Area				St. Peter Westcheap Churchyard	
	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 1</i>	<i>Option 2</i>
15. Traffic Implications	N/A				
16. Sustainability and energy implications	At this stage no sustainability and energy implications have been identified. This will be identified during detailed design stages and the designs will seek to improve irrigation and surface water drainage, selection of planting and trees will seek to improve air quality, biodiversity and urban heat island issues where possible				
17. IS implications	N/A				
18. Equality Impact Assessment	An Equality Impact Assessment will be undertaken at the next stage.				
19. Recommendation	Not recommended (see Appendix 2)	Recommended (see Appendix 2)	Recommended (see Appendix 2)	Recommended (see Appendix 2)	Not Recommended (see Appendix 2)
20. Next Gateway	Gateway 4/5 - Authority to Start Work	Gateway 4/5 - Authority to Start Work	Gateway 4/5 - Authority to Start Work	Gateway 4/5 - Authority to Start Work	Gateway 4/5 - Authority to start work

Page 112

St. Paul's Tube Station Area						St. Peter Westcheap Churchyard			
	Option 1		Option 2		Option 3	Option 1		Option 2	
21. Resource requirements to reach next Gateway	Item	Detail	Costs			Item	Detail	Costs	
	Staff costs	To manage this stage of the project	£22,000			Staff costs	To manage this stage of the project	£22,000	
	Fees	Consultants fees for delivery of designs and surveys to inform the development of design	£25,000			Fees	Consultants fees for delivery of designs and surveys to inform the development of design	£25,000	
	Total		47,000			Archaeological Surveys	To establish what potential constraints are in the site	£15,000	
						Total		62,000	
	To be funded from £100,000 contribution from the Cheapside Business Alliance, the £7,500 underspend from the project and £1,500 from 100 Cheapside s106 monies.								

Appendix 1: Location Plan



Appendix 2 – Issue and Objectives / Assessment of Options Against Criteria

St. Paul's Area Station

Issues		Objectives	Option 1	Option 2	Option 3
Poor Wayfinding	<ul style="list-style-type: none"> Difficult to navigate to St. Paul 's Cathedral upon exiting Tube station No indication of other landmarks 	<ul style="list-style-type: none"> Better wayfinding to help orientation Design intuitive wayfinding with planters and seating to guide the desire lines of the site and encourage people to walk through 	✓ ✓	✓ ✓	✓ ✓
Poor Circulation	<ul style="list-style-type: none"> Bulky planters obstructing what is normally large groups of tourists Car dominated shared surface - single yellow line Street furniture impeding pedestrian movement 	<ul style="list-style-type: none"> Planters to be broken up to improve flow and circulation Look to make single yellow line double and shared surface Remove unnecessary street furniture and replace with benches 	✓	✓ ✓ ✓	✓ ✓ ✓
Lack of Seating	<ul style="list-style-type: none"> Lack of appropriate seating throughout site Planter beds that are too low for seating, or unpleasant and exposed brick planter beds Seating not friendly to larger groups 	<ul style="list-style-type: none"> Install different types of seating to optimise accessibility in area Design accessible seating with integrated planters Design layout to accommodate for large groups to sit, and potentially an amphitheatre style layout to enable a tourist guide to speak in front of them 	✓	✓ ✓	✓ ✓ ✓
High Maintenance Planters	<ul style="list-style-type: none"> Planting that requires a reduced level of maintenance 	<ul style="list-style-type: none"> Look at sustainable planting that would provide better flower coverage all year long 	✓	✓	✓
Lack of Place	<ul style="list-style-type: none"> Lack of sense of arrival 	Create a paving pattern/line to reflect the former gateway and tell the history of the site			✓
Assessment of Options against each criteria			5	8	10
Conclusion			Not recommended	Recommended	Recommended

Appendix 2 – Issue and Objectives / Assessment of Options Against Criteria

St.Peter Westcheap Churchyard

Issues		Objectives	Option 1	Option 2
Uncared for space	<ul style="list-style-type: none"> Heavily Shaded with poor quality planting "Smoker's Ashtray" - a smoker's hang out and therefore unwelcoming to others Littering Tired looking benches Old uneven paving Blank Frontages Poor condition of historic railings, headstones and wall 	<ul style="list-style-type: none"> Introduction of new planting Encourage use from all users of Cheapside Provide flexibility of space Encourage a sense of care/ ownership to discourage people from littering Reconfigure and introduce new bespoke seating Repaving area Introduce design elements to soften the effect of the surrounding buildings Restore railings and wall and headstone's 	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓
Lack of accessibility	<ul style="list-style-type: none"> Lack of accessibility 	<ul style="list-style-type: none"> May not be feasible to install a ramp due to size restrictions of site 		
Not enough information of history presented on site	<ul style="list-style-type: none"> Little known information presented about the historic plane tree. 	<ul style="list-style-type: none"> With the woodland planting strategy, enhance and make reference to Wordsworth's "Poor Susan" with signage to provide information. 	✓	✓
Assessment of Options against each criteria			9	8
Conclusion			Recommended	Not recommended

Appendix 3: Finance Tables:

16800073: Greening of Cheapside Area

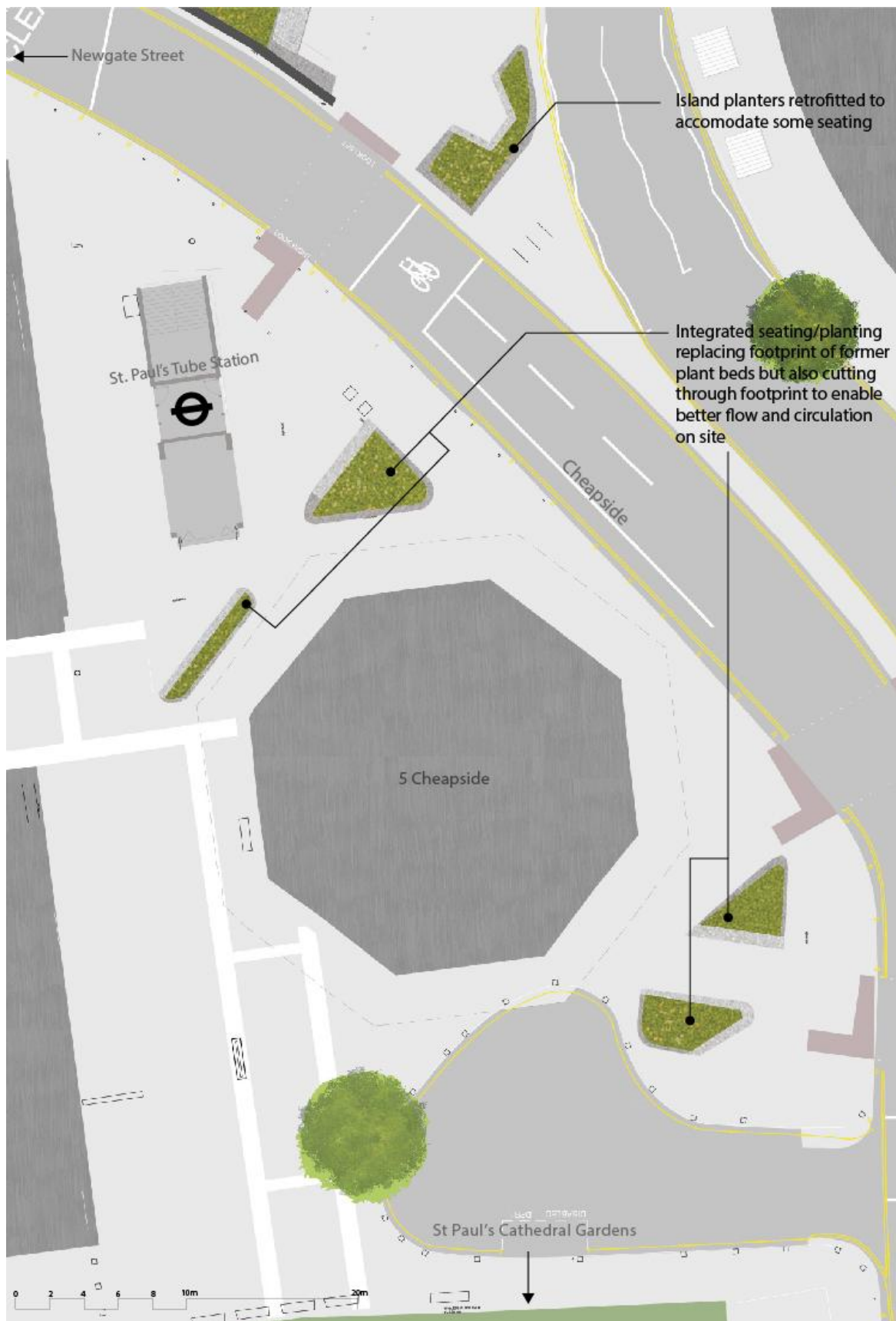
Table 1: Expenditure to date

Description	Approved Budget (£)	Spend to Date (£)	Balance (£)
Env Serv Staff Costs	3,000	1,074	1,926
P&T Staff Costs	23,000	23,807	(807)
Open Spaces Staff Costs	3,000	-	3,000
Fees	16,000	12,650	3,350
Total	45,000	37,531	7,469

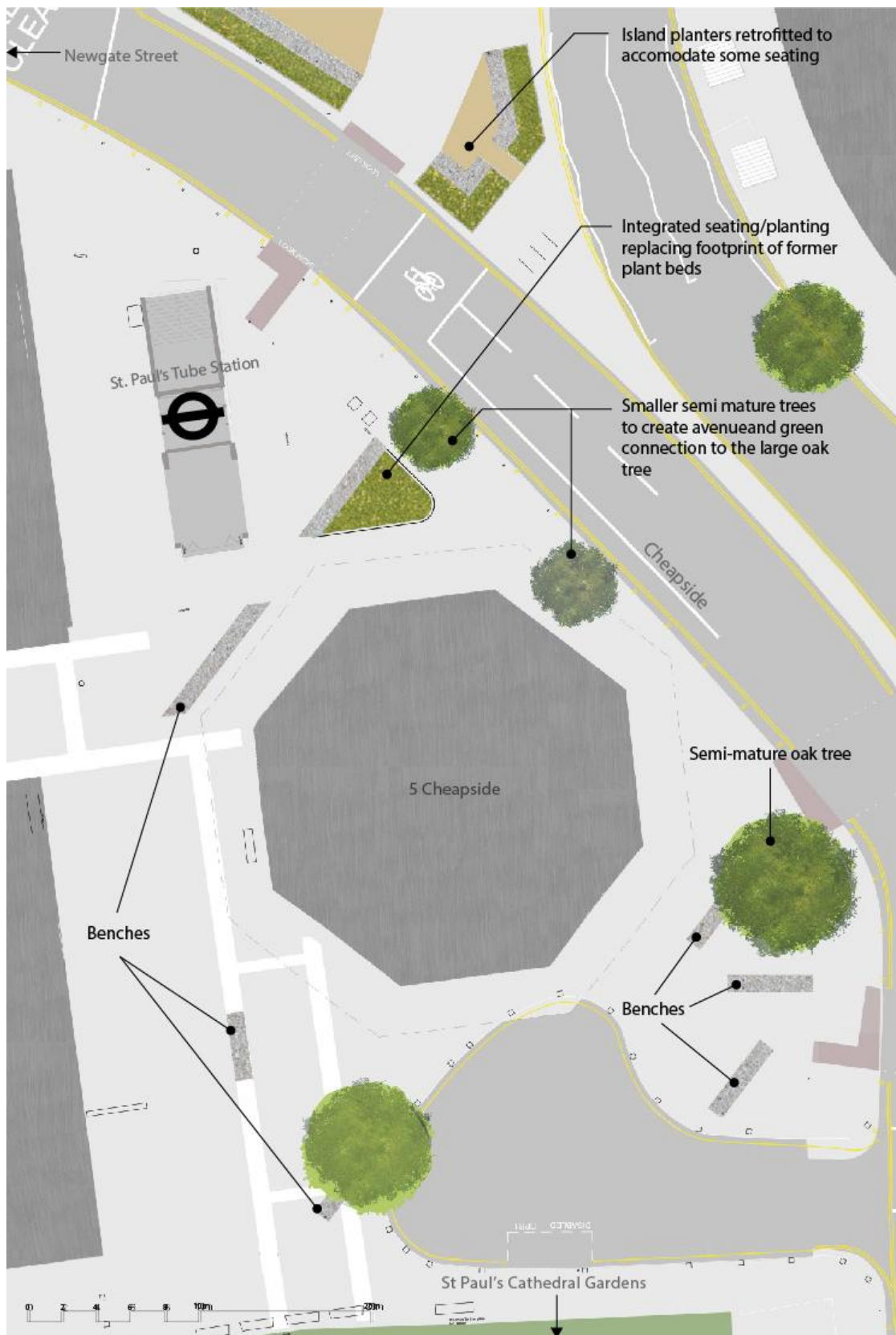
Table 2: Phase 1 / Phase 2- Resources required to reach for next Gateway

Description	Approved Budget (£)	Additional Resources required to reach next Gateway (£)	Revised Budget to next Gateway (£)
Env Serv Staff Costs	3,000	8,000	11,000
P&T Staff Costs	23,000	33,000	56,000
Open Spaces Staff Costs	3,000	3,000	6,000
Fees	16,000	65,000	81,000
TOTAL	45,000	109,000	154,000

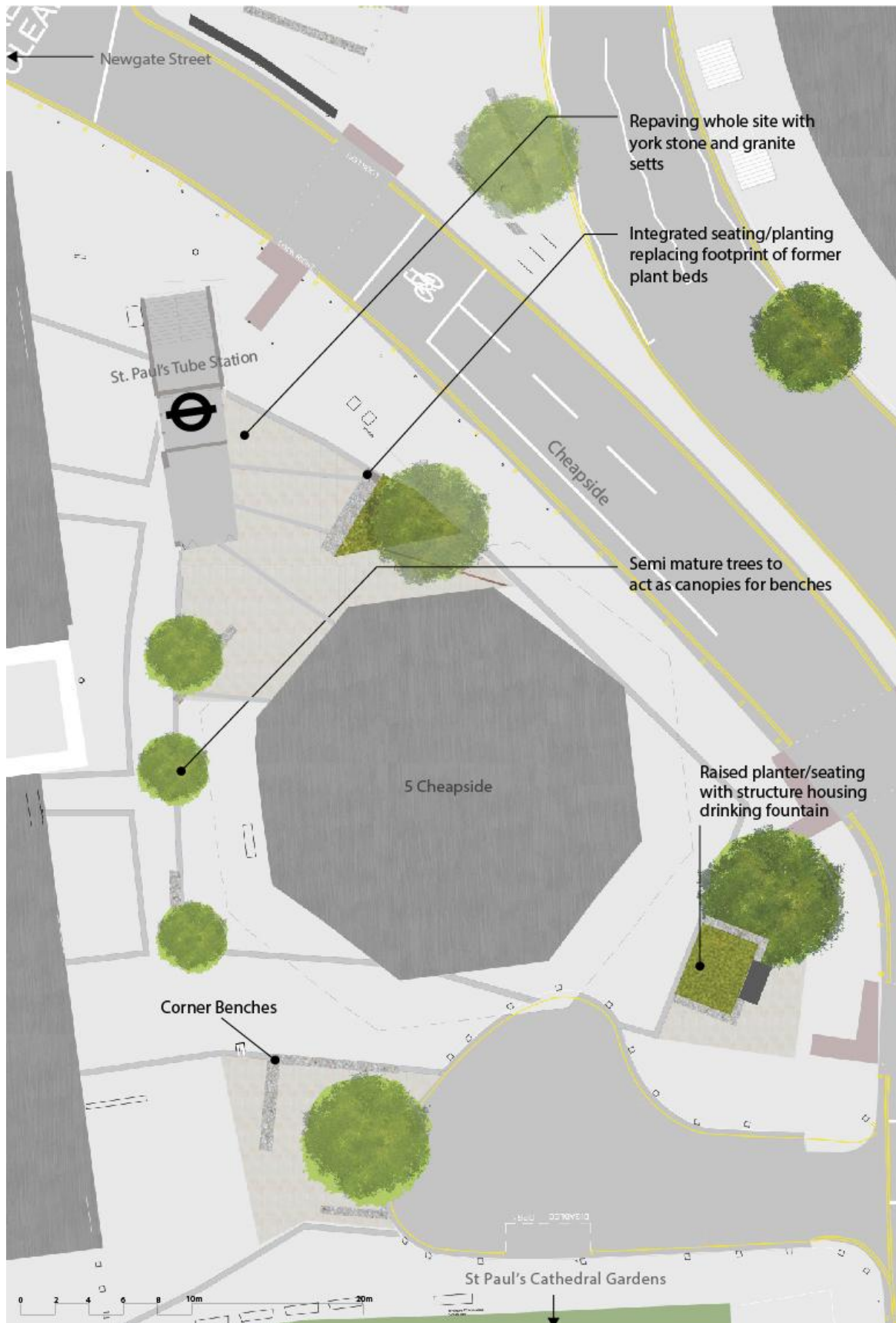
Appendix 4 – St. Paul's Tube Station Area Option 1



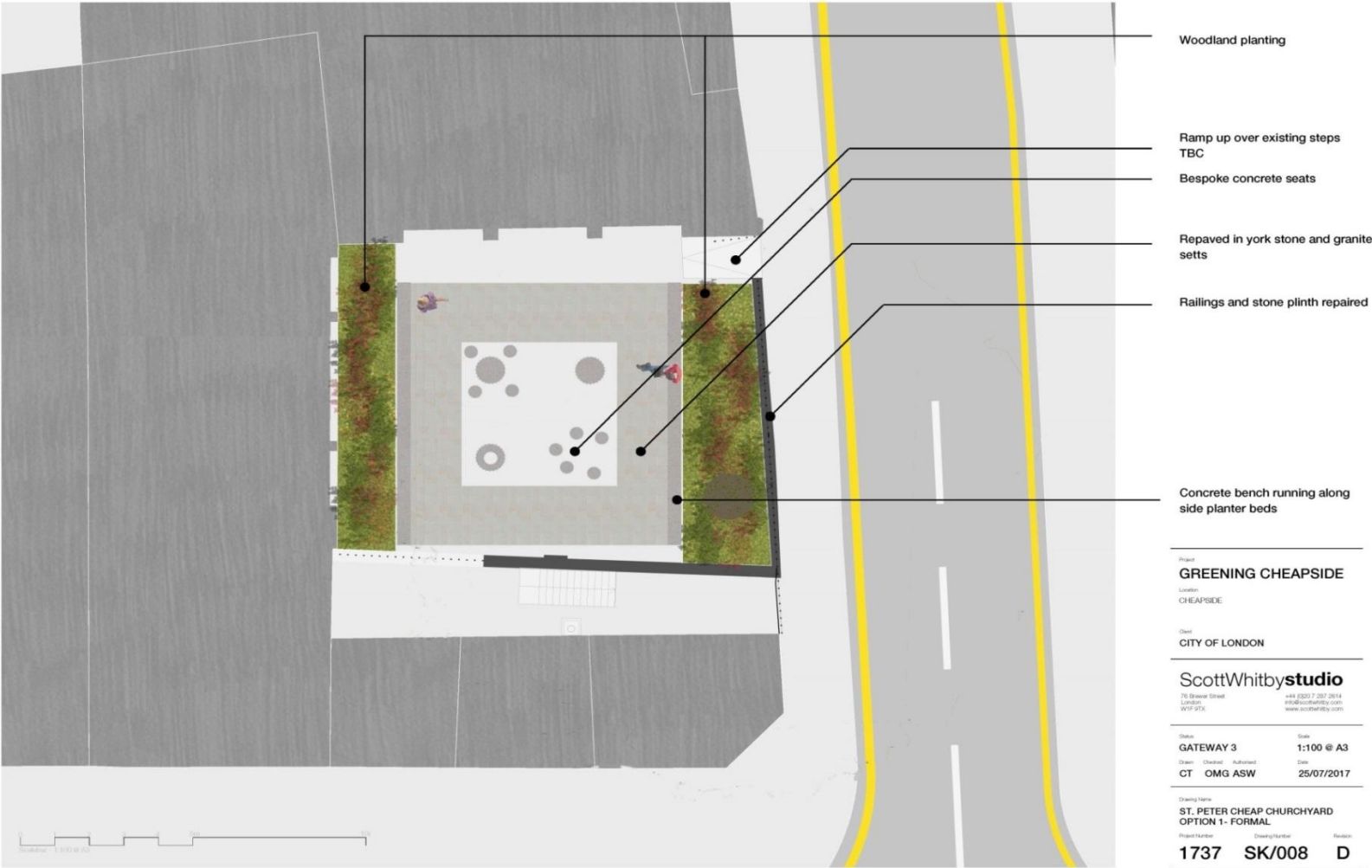
Appendix 4 - St. Paul's Tube Station Area - Option 2



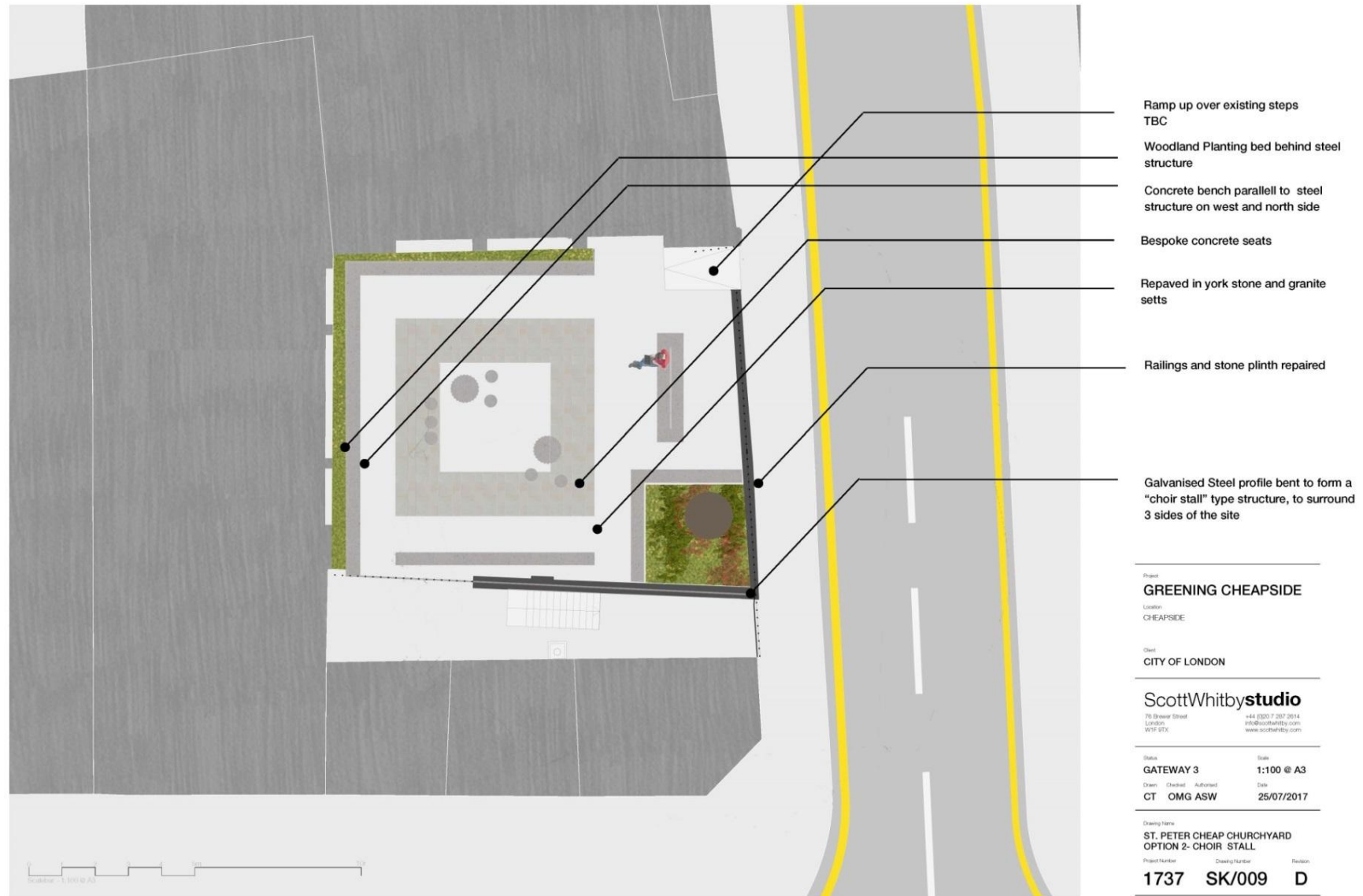
Appendix 4 - St. Paul's Tube Station Area - **Option 3**



Appendix 5 – St. Peter Westcheap Churchyard **Option 1**



Appendix 5 – St. Peter Westcheap Churchyard **Option 2**



Appendix 6: St. Peter Westcheap Existing



Appendix 6: St. Peter Westcheap **Option 1**



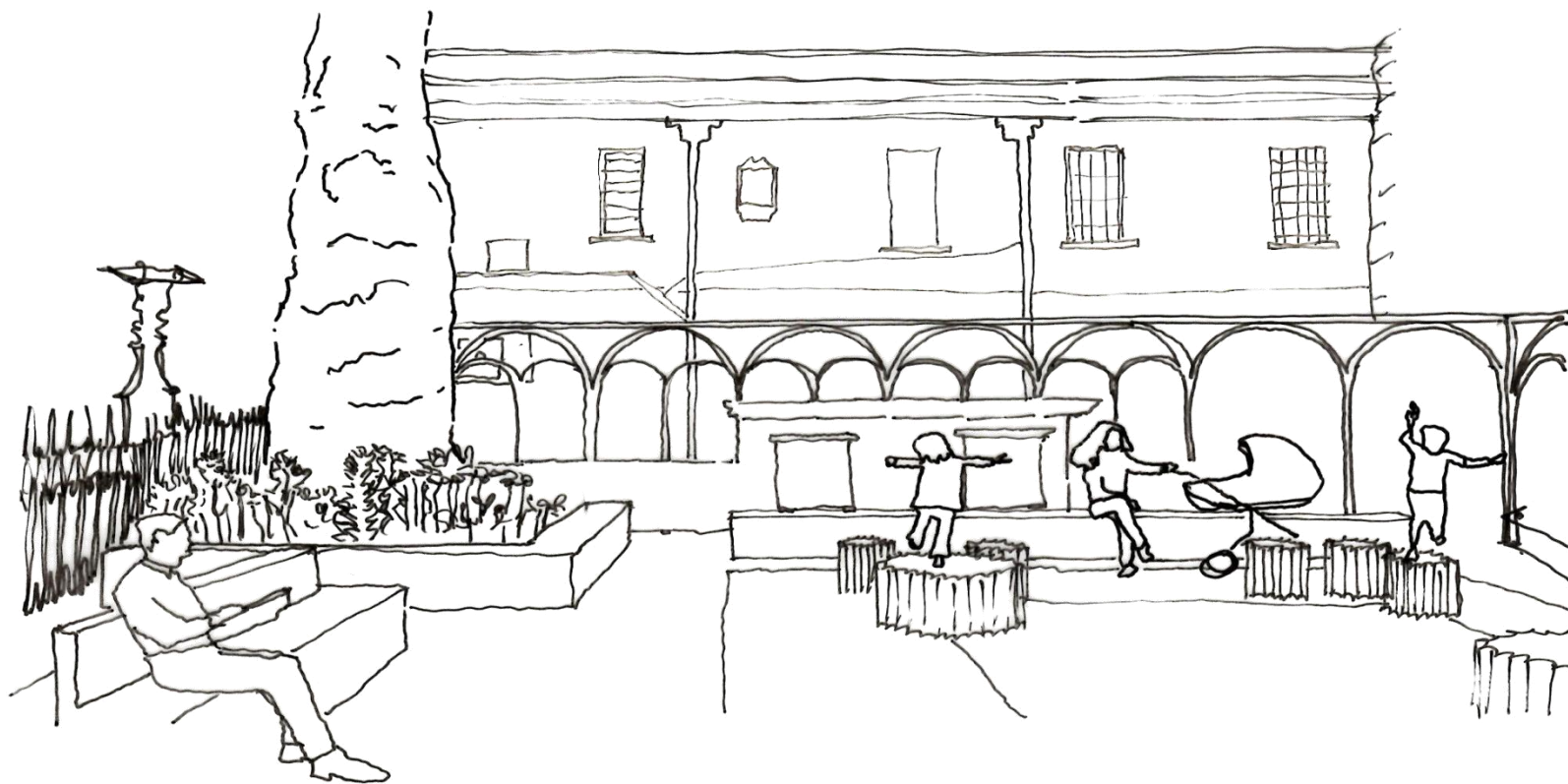
Appendix 5: St. Peter Westcheap Sketch **Option 1**



Appendix 5: St. Peter Westcheap **Option 2**



Appendix 5: St. Peter Westcheap Sketch **Option 2**



Committee(s):	Date(s):
Open Spaces and City Gardens	11 th October 2017
Subject: Senator House Garden Improvements	Public
Report of: Director of Open Spaces	For Decision
<p style="text-align: center;">Summary</p> <p>The City has entered into a licence agreement for the use of its Senator House Garden as access for a major refurbishment of Senator House. The agreement includes the closure of the garden for the works period, waterproofing of the City's slab over the London Underground Ltd tunnel which runs under the garden and the refurbishment of Senator House Garden following the construction work. All the works are to be carried out at the expense of the Senator House tenant, Legal & General.</p> <p>The proposed works to Senator House Garden represent an improvement on the previous garden and provide a high quality, accessible and welcoming garden which is clearly identifiable as a public space provided by the City.</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the detailed design of the proposals to improve Senator House Garden at no cost to the City of London Corporation. 	

Main Report

Background

1. Legal & General (L&G) is the leaseholder of Senator House, Queen Victoria Street and has negotiated a licence with the City Corporation to use Senator House Garden as works access for the refurbishment of its property. The City Corporation is the underlying freehold owner of Senator House and the leaseholder of Senator House Garden.
2. During the course of development of a licence for L&G to use Senator House Garden, it emerged that the City is responsible for the maintenance of the London Underground(LU) structure under the garden and in order to avoid future disruption and cost, this structure is to be waterproofed ahead of the garden improvement works by L&G as part of the licenced works.
3. Terms were agreed with L&G for it to procure and pay for all design, materials and installation needed for the reinstatement of Senator House Garden and waterproofing of the London Underground slab which is beneath the garden.

4. Gateway 5 approval was given in September 2014 for the temporary use and subsequent reinstatement of Senator House Garden and an Issue Report outlining changes to the scheme and the terms of the licence was approved by the Chairman and Deputy Chairman under delegated authority in April 2017. Consent was also obtained from London Underground under the terms of the City's lease dated 9th June 2009.

Current Position

5. The site was closed to the public under the terms of the licence which runs for 18 months from 19 July 2017, with planting due to take place by the City Gardens team before the end of March 2019, at the developer's expense.
6. The detailed design of the improvement works to Senator House Garden have been further developed in consultation with your officers and are presented to you for approval at Appendix 1. The proposed improvement works are at no cost to the City.
7. Officers had previously considered that, in addition to the Senator House Garden improvements, an obligation to improve the adjoining part of Cleary Garden could be included in the licence. However undertaking the waterproofing work, in additions to the Senator House Garden improvements, was considered a greater priority to be funded by L&G and the design does not preclude improved access and integration with Cleary Garden in the future, subject to identifying suitable funding and obtaining further approvals.

Options

8. A single option has been developed in consultation with your officers because of the constraints which have become apparent following detailed site investigation. These constraints include the close proximity of the LU slab to the surface, restrictions on drainage and designated rights of access across the site.

Proposals

9. The proposed design addresses key issues concerning the design of the previous garden including:
 - Clearer identity of the garden as a publicly accessible space provided by the City, through the use of materials consistent with areas of high quality public realm in the City;
 - Provision of safe public access to the garden;
 - Increased opportunities for seating;
 - Improvement of the appearance and amenity value of the garden for people in the area.
10. The design retains the existing two lime trees on the site which are being protected during the development works. Additional planting will introduce a range of plants to provide greater interest and biodiversity.

11. An irrigation system has been included in the proposals to offset the additional maintenance of the improved garden.
12. In addition L&G has entered an agreement to carry out regular cleansing of the completed garden at their expense in recognition that the garden is likely to attract significantly more users.

Corporate & Strategic Implications

13. The proposals link to the strategy themes of providing:
 - a World Class City which is competitive and promotes opportunity.
 - a World Class City which protects, promotes and enhances our environment.
14. The proposals reflect the City's strategic aim to provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes. In addition the proposals reflect the Department's strategic aim to provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation.

Implications

15. The proposals are at no cost to the City with all cost paid by the developer and secured through a licence agreement.

Conclusion

16. A detailed design has been developed for the proposed reinstatement of a high quality public space at Senator House Garden following the licenced use of the site for the refurbishment of Senator House. All costs are to be paid by the developer of Senator House. The design has been developed in consultation with your officers and will provide a high quality accessible public garden with increased ornamental planting and seating.

Appendices

- Appendix 1 – Proposed design of Senator House Garden

Patrick Hegarty

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Appendix 1 – Proposed design of Senator House Garden



LEGEND

- 1 Pergola
- 2 Senator House entrances
- 3 Existing trees
- 4 Granite seating
- 5 Timber seating
- 6 Existing light-wells

- 7 Planting beds
- 8 Amenity lawn
- 9 Cleary Garden
- 10 Yorkstone paving
- 11 Potential connection to Cleary Garden

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of the Local Government Act 1972.

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