



Open Spaces and City Gardens

Date: WEDNESDAY, 2 DECEMBER 2020
Time: 11.00 am
Venue: VIRTUAL MEETING (ACCESSIBLE REMOTELY)

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

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

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://www.youtube.com/watch?v=ch0242tbfYs&feature=youtu.be>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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 public minutes and non-public summary of the meeting of the Open Spaces and City Gardens Committee held remotely on the 13th of October 2020.

For Decision
(Pages 1 - 4)
4. **BIODIVERSITY ACTION PLAN. CONSULTATION PROCESS AND TIMETABLE**
Report of the Director of Open Spaces.

For Decision
(Pages 5 - 10)
5. **DRAFT OPEN SPACES DEPARTMENT BUSINESS PLAN FOR 2021/22**
Report of the Director of Open Spaces.

For Decision
(Pages 11 - 20)
6. **OPEN SPACES DEPARTMENTAL RISK MANAGEMENT**
Report of the Director of Open Spaces.

For Decision
(Pages 21 - 58)
7. **CITY OF LONDON JOINT HEALTH AND WELLBEING STRATEGY REFRESH - UPDATE AND ENGAGEMENT**
Report of the Director of Community and Children's Services.

For Information
(Pages 59 - 70)
8. **DEPARTMENTAL BUSINESS PLAN 2020/21 - SIX MONTH PERFORMANCE UPDATE: APRIL TO SEPT 2020**
Report of the Director of Open Spaces.

For Information
(Pages 71 - 80)

9. **CITY GARDENS UPDATE**
Report of the Director of Open Spaces.
- For Information**
(Pages 81 - 86)
10. **CULTURE MILE**
The Town Clerk to be heard.
11. **RESETTING OF DEPARTMENTAL BUDGETS 2020/21**
Report of the Chamberlain.
- For Information**
(Pages 87 - 96)
12. **ST ALPHAGE GARDENS ENHANCEMENT**
Report of the Director of the Built Environment.
- For Information**
(Pages 97 - 106)
13. **PLANNING WHITE PAPER**
Report of the Remembrancer.
- For Information**
(Pages 107 - 132)
14. **CWP 21/22 UPDATED BID REPORT**
Report of the City Surveyor.
- For Information**
(Pages 133 - 158)
15. **SUMMARY OF KEY OPEN SPACES MEDIA COVERAGE: OCTOBER TO NOVEMBER 2020**
Report of the Town Clerk.
- For Information**
(Pages 159 - 162)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

Part 2 - Non-Public Agenda

18. **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

19. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting of the Open Spaces and City Gardens Committee held remotely on the 13th October 2020.

For Decision
(Pages 163 - 164)

20. **DEBT ARREARS – INVOICED INCOME FOR PERIOD ENDING 30 SEPTEMBER 2020**

Joint report of the Chamberlain and the Director of Open Spaces.

For Information
(Pages 165 - 170)

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

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

OPEN SPACES AND CITY GARDENS Tuesday, 13 October 2020

Minutes of the meeting of the Open Spaces and City Gardens held at <https://www.youtube.com/watch?v=KGY-d-3e9W0> on Tuesday, 13 October 2020 at 11.30 am

Present

Members:

Oliver Sells QC (Chairman)
Caroline Haines (Deputy Chairman)
Graeme Doshi-Smith
Alderman Ian Luder
Wendy Mead
Barbara Newman
Deputy John Tomlinson
Karina Dostalova
Anne Fairweather (Ex-Officio Member)
Benjamin Murphy (Ex-Officio Member)

In attendance:

Deputy Phillip Woodhouse
Catherine Bickmore

Officers:

Richard Holt	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Leanne Murphy	- Town Clerk's Department
Kristina Drake	- Media Officer, Town Clerk's Department
Mark Jarvis	- Head of Finance - Citizen Services, Chamberlains
Aqib Hussain	- Technology Support Partner, Chamberlain's Department
Richard Chamberlain	- Senior Project Liaison Officer, City Surveyor's Department
Mark Lowman	- Corporate Projects Director, City Surveyor's Department
Colin Buttery	- Director of Open Spaces
Jake Tibbetts	- City Gardens Manager, Open Spaces Department
Gerry Kiefer	- Business Manager, Open Spaces Department

1. APOLOGIES

Apologies for absence were received from Anne Fairweather and Alderman Ian Luder whom it was noted would be late.

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

There were no declarations received.

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

The Committee received the Order of the Court of Common Council dated 16 July 2020 for the Open Spaces and City Gardens Committee.

RESOLVED- That the Order of the Court of Common Council Open Spaces and City Gardens Committee be noted.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. The Town Clerk informed the Committee that Oliver Sells as the only Member expressing their willingness to serve was therefore duly elected Chairman for the ensuing year and took the Chair. The Chairman thanked the Committee for their continued support and commented that he wanted to return to meeting in person when possible.

RESOLVED – That Oliver Sells be elected Chairman of the Open Spaces and City Gardens Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. The Town Clerk informed the Committee that Caroline Haines as the only Member expressing their willingness to serve was therefore duly elected Deputy Chairman for the ensuing year. The Deputy Chairman thanked the Committee for their support.

RESOLVED – That Caroline Haines be elected Deputy Chairman of the Open Spaces and City Gardens Committee for the ensuing year.

6. **MINUTES**

The Committee considered the public minutes of the Open Spaces and City Gardens Committee meeting held on the 16th of July 2020.

RESOLVED- That the public minutes of the Open Spaces and City Gardens Committee meeting held on the 16th of July 2020 be approved as an accurate record.

7. **APPOINTMENT OF A REPRESENTATIVE TO THE STREETS AND WALKWAYS SUB COMMITTEE**

The Committee considered the appointment of one Member as an Open Spaces and City Gardens Committee representative on the Streets and Walkways Sub Committee. The Town Clerk informed that, Barbara Newman being the only Member expressing a willingness to stand, was therefore appointed as the representative.

RESOLVED- That Barbara Newman be appointed as the Open Spaces and City Gardens Committee representative on the Streets and Walkways Sub Committee.

8. **CITY GARDENS UPDATE**

The Committee received a report of the Director of Open Spaces which provided an update to Members on the management and operational activities across the City Gardens section since July 2020. The Director of Open Spaces highlighted that the COVID streets programme had now commenced and the successful retention of the London in Bloom Gold award.

Following a question from a Member the Director of Open Spaces confirmed that Bunhill Fields was no longer on the English Heritage at-risk register.

The Chairman commented that the City of London Corporation was beginning to understand that open spaces and streets are deeply interchangeable, with more greening of public spaces of different types, through the use of planters. A Member commented that he agreed with this approach and noted particular thanks to City of London Gardener Nic Guerra for his work at the Rescue Nursery at All Hallows by the Tower. The Chairman noted the increased need to recognise those working outside at the City of London Corporation's offsite locations.

RESOLVED- That the report be noted.

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

There were no questions received in the public session.

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

There was no urgent business considered in the public session.

11. **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.

12. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the Open Spaces and City Gardens Committee meeting held on the 16th of July 2020.

RESOLVED- That the non-public minutes of the Open Spaces and City Gardens Committee meeting held on the 16th of July 2020 be approved as an accurate record.

13. **FINSBURY CIRCUS GARDEN REINSTATEMENT**

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

RESOLVED- That the report be agreed.

14. **COMMITTEE DEBT ARREARS REPORT**

The Committee received a joint report of the Chamberlain and the Director of Open Spaces on Debt Arrears Invoiced Income for the Period Ending 31 March 2020.

RESOLVED- That the report be noted.

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

The Committee considered one question in the non-public session.

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

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

The meeting ended at 12.28 pm

Chairman

Contact Officer: Richard Holt
Richard.Holt@cityoflondon.gov.uk

Agenda Item 4

Committee(s):	Dated:
Open Spaces & City Gardens Committee	02/12/20
Subject: Biodiversity Action Plan. Consultation process and timetable.	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	11, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Colin Buttery	For Decision
Report author: Jake Tibbetts	

Summary

This Committee approved the current version of the Biodiversity Action Plan (BAP) in 2016. At that time the City Gardens team consulted a wide audience to guide the development of the plan.

A new five year plan is now required, commencing 2021 to continue improving biodiversity within the City and to meet the City Corporation's duty to have regard to conserving biodiversity as part of our policy or decision making. Once again this will require consultation with a range of stakeholders, which must be undertaken prior to a final draft BAP being submitted to this committee in July 2021 for approval.

Recommendation

Members are asked to:

- i. Approve the timetable of actions for the Biodiversity Action Plan consultation process, as set out in Table 1

Main Report

Background

1. The Open Spaces & City Gardens Committee approved the current version of the five year BAP in 2016. Community engagement, internal discussions and discourse with experts were key to the development of that plan.

2. A brief list of achievements during the period of the plan include:

- SINC review completed in preparation for adoption via the Local Plan
- Service Level Agreement with Greenspace Information for Greater London (GiGL) agreed
- Biodiversity audit completed
- Bat surveys, talks and walks delivered
- Bat detection workshops delivered
- Barbican Wildlife Garden improvements to habitats, species monitoring and community activities and events
- Lunch 'n' learn events delivered to City Corporation staff
- Bird feeder cages installed
- Friends of City Gardens cleaning and monitoring of bird boxes initiated
- Annual participation in the RSPB Big Garden Birdwatch by volunteers
- Corporate volunteer support for habitat management and improvements

Current Position

3. In 2019 the UN launched the Global Assessment study of biodiversity, announcing that its findings put the world “on notice”. Highlighting the universal importance of biodiversity, the report brings to light the unprecedented loss of species over the past 50 years and warns that human activities “threaten more species now than ever before”
4. The BAP demonstrates that the City meets its obligations towards the protection and enhancement of biodiversity.
5. The BAP provides a strategic focus for decision makers. Furthermore, the BAP ensures that a key aim of Corporate Plan; *‘To Shape Outstanding Environments’* is realised as well as the priority; *“We have clear air, land and water and a thriving sustainable natural environment.”*
6. The current BAP expires at the end of 2020. Therefore it is necessary to draft a replacement plan to cover the period 2021-2026.
7. An ecological consultant was commissioned to interrogate the species data that has been recorded over the last five years to identify key species and recommend objectives for the new BAP. These recommendations are being incorporated into the first draft of the new BAP.
8. The current actions have been updated and reviewed by internal stakeholders.

Consultation

9. Consultation is an essential part of the development of the BAP. During the development of the existing Plan a “Biodiversity Partnership Group” was created, which included internal and external stakeholders. This group will be reconvened and added to. The proposed membership of this group can be found in appendix 1.

10. The Biodiversity Partnership Group will be involved throughout the process and will be key to the development of the new action plan.

11. There will be four drafts of the plan produced during the consultation process and there will be a public consultation exercise during May 2021.

Committee Consultation

12. The second, third and final drafts of the BAP will be presented to the Open Spaces Committee.

13. The third and final drafts will be presented to Planning and Transportation Committee for information.

Proposals

14. To ensure appropriate governance, Members must be satisfied that they have suitable oversight of the development of the BAP. Table 1 below outlines the proposed consultation process.

Table 1

DATES	ACTION/ EVENT
2nd Dec	Present Timetable to Committee
17th Dec	First Draft of BAP circulated to Biodiversity Partnership Group
14th Jan	City of London Biodiversity Group - Consultation meeting
15th -29th Jan	Second Draft of BAP produced
1st -15th Feb 2021	Second draft circulated to Partnership Group for Further comments
8th Feb	Second draft presented to Open Spaces Committee
16th Feb -15th Mar	Third Draft of BAP Produced
30th March	Third Draft of BAP presented to Planning & Transportation Committee
27th April	Open Spaces Committee to sign off third draft of BAP
3rd May -31st May	Public Consultation
1st June - 15th June	Response to Public Consultation and Final draft Produced
29th June	Final draft of BAP presented to Planning & Transportation Committee for Information
13th July	Final draft of BAP presented to Open Spaces Committee for Decision
TBC	Launch

15. The developing BAP will be presented to this Committee for comment and amendment according to table 1.

16. A final version of the BAP will be submitted to this committee in July 2021 for approval.

17. The design and format of the BAP will closely follow that of the previous document.

Corporate & Strategic Implications

Strategic implications

18. The BAP ensures that a key aim of Corporate Plan; *‘To Shape Outstanding Environments’* is realised as well as the priority; *“We have clear air, land and water and a thriving sustainable natural environment.”*

19. Under the Natural Environment & Rural Communities (NERC) Act 2006 states that “Every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity’.

20. The National Planning Policy Framework (NPPF) states that local planning authorities should set out a strategic approach to their Local Plans by planning positively for the creation, protection, enhancement and management of networks for biodiversity and green infrastructure.

21. The London Environment Strategy 2017 of which conserving and enhancing wildlife and natural habitats is a key element of the strategy, which recognises that important social, health and economic benefits result from greening the city.

22. The Intended Draft London Plan Policy G6: Biodiversity and access to nature reads:

Sites of Importance for Nature Conservation (SINCs) should be protected.

Boroughs, in developing Development Plans, should:

- 1) use up-to-date information about the natural environment and the relevant procedures to identify SINCs and ecological corridors to identify coherent ecological networks
- 2) identify areas of deficiency in access to nature (i.e. areas that are more than 1km walking distance from an accessible Metropolitan or Borough SINC) and seek opportunities to address them
- 3) support the protection and conservation of priority species and habitats that sit outside the SINC network, and promote opportunities for enhancing them using Biodiversity Action Plans
- 4) seek opportunities to create other habitats, or features such as artificial nest sites, that are of particular relevance and benefit in an urban context
- 5) ensure designated sites of European or national nature conservation importance are clearly identified and impacts assessed in accordance with legislative requirements.

23. The Draft City Plan 2036 Policy OS3: Biodiversity reads:

Development should aim to secure net gains for biodiversity where possible by incorporating measures to enhance biodiversity, including:

- retention and enhancement of habitats within Sites of Importance for Nature Conservation (SINCs), including the River Thames
- measures recommended in the City of London Biodiversity Action Plan (BAP) in relation to particular species or habitats
- green roofs and walls, gardens and terraces, soft landscaping and trees
- green corridors and biodiversity links
- wildlife-friendly features, such as nesting or roosting boxes and bee habitats
- a planting mix and variation in vegetation types to encourage biodiversity
- planting which will be resilient to a range of climate conditions, with a high proportion of native plants
- a lighting scheme designed to minimise impacts on biodiversity.

Legal implications

24. There would be risk of non-compliance of policy should the City not have an up to date BAP in place. Any BAP should meet the policy requirements as set out above.

Risk implications

25. There is a reputational risk of not having a current BAP as the Corporation has obligations towards the protection and enhancement of biodiversity.

Climate implications

26. It is widely recognised that Biodiversity and Climate change are interconnected. Protecting and restoring ecosystems can help us reduce the extent of climate change and cope with its impact.

Conclusion

27. A new BAP and associated consultation is required to ensure that the City Corporation continues to meet its obligations in regard to biodiversity.

28. Table 1 provides a timetable for the development of that BAP.

Appendices

Appendix 1 – Membership of the Biodiversity Partnership Group

Report author

Jake Tibbetts, City Gardens Manager, Open Spaces

E: jake.tibbetts@cityoflondon.gov.uk

T: 0207 374 4152

Appendix 1 – Membership of the Biodiversity Partnership Group

City of London Corporation

- City Gardens, Open Spaces Department
- Planning Services & Development, Department of Built Environment
- Policy & Performance, Department of Built Environment
- City Public Realm, Department of Built Environment
- Corporate Property Group, City Surveyor's Department
- Barbican Estate, Community & Children's Services
- Port Health & Public Protection, Markets & Consumer Protection
- City Procurement, Chamberlain's Department

City landowners/managers

- Diocese of London
- The Honourable Society of the Inner Temple
- The Honourable Society of the Middle Temple
- The Worshipful Company of Plaisterers
- The Worshipful Company of Barbers
- Nomura International plc.
- British Land & Broadgate Estates
- Schroders plc

Community and resident groups

- Friends of City Gardens
- Barbican Wildlife Group
- Petticoat Square Gardening Club
- Golden Lane Estate Allotment Group

Organisations

- Natural England
- Greenspace Information for Greater London
- Api:Cultural
- The Green Infrastructure Consultancy
- ANS Global
- Pollinating London Together
- Bumblebee Conservation Trust
- The Worshipful Company of Wax Chandlers

Agenda Item 5

Committee:	Date:
Open Spaces and City Gardens Committee – For Decision	2 December 2020
West Ham Park Committee – For information	2 nd December 2020
Subject: Draft Open Spaces Department Business Plan for 2021/22	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Outcomes: 1, 2, 3, 4, 5, 8, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Colin Buttery, Director	
Report author: Gerry Kiefer, Directorate Business Manager	

Summary

This report presents for approval the high-level Business Plan for the Open Spaces Department for 2021/22. It also identifies next years key areas of work for the Directorate, City Gardens and West Ham Park teams, identifying what’s changed in 2020 and any longer term plans being considered.

Recommendation

The **Open Spaces and City Gardens Committee** is recommended to:

- Approve, subject to the incorporation of any changes sought by this Committee, the high-level Departmental Business Plan for Open Spaces for 2021/22 attached as Appendix 1.

The **West Ham Park Committee** is recommended to:

- Note this report any changes recommended by the Open Spaces and City Gardens Committee affecting the final version of the high-level Open Spaces Departmental Business Plan attached as Appendix 1.

Main Report

Background

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

Current Position

2. Business Plans are aligned to Departments, so all financial information presented within the Business Plan reflects the Departmental budget rather than the Committee budget.

Proposal

3. The draft high-level summary Business Plan for the Open Spaces Department is presented at **Appendix 1**.
4. The high-level business plan identifies the 7 main areas of work over the next year for the whole Department. The Directorate, City Gardens and West Ham park have detailed their own key areas of work over the next year within Appendix 2. Mirroring the information on the Departmental business plan they have also included 'what's changed during the year and longer term plans being considered.

Corporate & Strategic Implications

5. Strategic implications – Strategic priorities and commitments are expressed in Appendix 1, sides 1 and 2.
6. Financial implications – The draft high-level summary Business Plan at Appendix 1 has been drawn up taking into consideration increasing employee costs as well as a 12% reduction in the departmental budget compared to 2020/21.
7. Risk implications – Key risks managed by the department are included in the draft high-level summary Business Plan. The COVID19 risks which are reported corporately but relate to this Department are also included in the Business Plan.
8. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model and/or to meet budget savings. Requests for capital funding for projects will be made as part of the annual capital bidding process.
9. Equalities implications – Where we develop new policies, strategies, service provision and capital projects we will undertake 'tests of relevance' and where appropriate a full equalities analysis.
10. Climate Implications – Open Spaces already offset 40% CoL scope 1 and 2 co2 emissions. An annual capital bid has been made as part of the overall Climate Action Strategy funding request; to support the work to increase co2 sequestration through land management and innovative working, which will contribute to 100% reduction target of CoL scope 1 and 2 emissions by 2025.

11. If funding is awarded, this project will build on the initial works that have mapped the carbon sequestration benefits from City Corporation Open Spaces and accelerate this function through re-introduction of best land management practices. The second area is to create a commercially sustainable future use of the sustainably produced timber and other agricultural products.

12. Security implications – there are no security implications arising from this report

Conclusion

13. This report presents the Open Spaces Department draft high-level Business Plan for 2021/22 and key areas of work at a local level for the services that report to Open Spaces and City Gardens Committee and West Ham Park Committee.

Appendices

- Appendix 1 – Open Spaces Department Draft High-level Business Plan 2021/22
- Appendix 2 – Key areas of work for 2021/22 for City Gardens, West Ham Park and the Directorate & Learning team

Gerry Kiefer

Business Manager – Open Spaces Department

T: 020 7332 3517

E: Gerry.kiefer@cityoflondon.gov.uk:

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THE DEPARTMENT’S VISION IS:

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

Our overarching objectives are:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people’s lives.
- C. Business practices are responsible and sustainable.

Our major workstreams this year will be...

1. Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.
2. Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.
3. Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.
4. Work with other CoL Depts to commence the entire overhaul of Tower Bridge’s High Voltage system, hydraulic pipework replacement and implementation of permanent solutions following the extensive Working at Heights review.
5. Working with City Surveyors, progress future use of the nursery site at West Ham Park.
6. Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.
7. Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications.

The Corporate Plan outcomes we have a direct impact on are...

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

What’s changed during 2020

- *More staff working from home / remotely.*
- *New ways of working for non office staff to comply with Government guidance*
- *Increased use of online services for payment and bookings.*
- *Increased use of cashless payment.*
- *‘Took our services on-line’, increasing the provision of digital content so ‘digitally open while physically closed’.*
- *The massive increase in visitor to the open spaces, due the pandemic, is having a negative long-term impact on the sites’ biodiversity and infrastructure.*
- *Greater focus on generating additional income e.g. through new lease arrangements, licencing, donations, car park charging.*

Plans under consideration	Time Scale
<i>Offices unlikely to return to full capacity– long term use of office accommodation to be considered</i>	2022/23
<i>COVID19 operating models will inform future service operations.</i>	2021/23
<i>Approach to cycling to be reviewed across a number of properties</i>	2022/23
<i>Visitor attractions, may require re-setting of business models</i>	2021/23
<i>Prioritising high priority select bids for Capital that meet the precise capital funding criteria</i>	2021 onwards

Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership

Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

Sport & Physical Activity Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *People enjoy good health and wellbeing and health inequalities are reduced*

Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

Key Departmental Risks

		0	6	3	Total = 9
Likelihood	Likely (4)				
	Possible (3)		1	4	1
	Unlikely (2)			1	2
	Rare (1)				
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
		Impact			

Departmental Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Impact of development	12
Ultra Low Emission Zone (ULEZ) fleet purchase risk	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

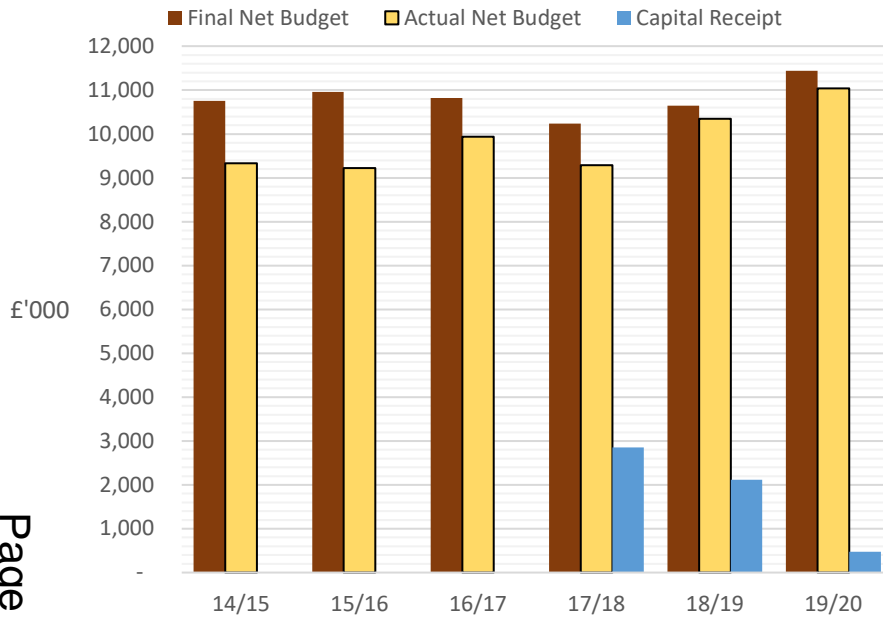
Open Spaces risks related to COVID-19

COVID-19 Risk Title	Score
Failure of Cemetery & Crematorium services	16
Income generation and financial management	16
Health and Safety of visitors and staff	12
Bridge lifts at Tower Bridge	6
Reopening services	4
Two additional risks are being considered for inclusion. The risks are: <ul style="list-style-type: none"> Accelerated long-term damage to sites Open Spaces workforce wellbeing 	
These risks are reported Corporately	

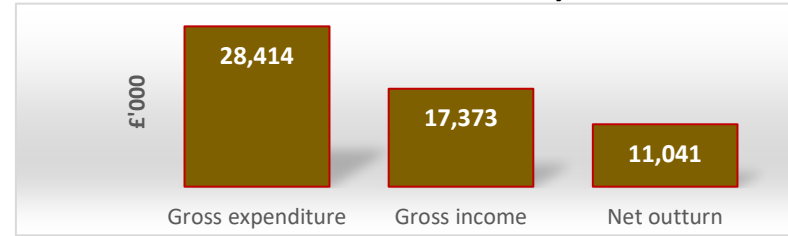
Equalities, Diversity and Inclusion Self Assessment	Score
Monitoring and use of data & information	4
Completing Equality Analysis and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	N/A
Using procurement and commissioning to achieve equality and cohesion targets	N/A
Engagement and partnership	3
Employment and training	2
Where 4 is excellent and 2 is average	

Directors local risk

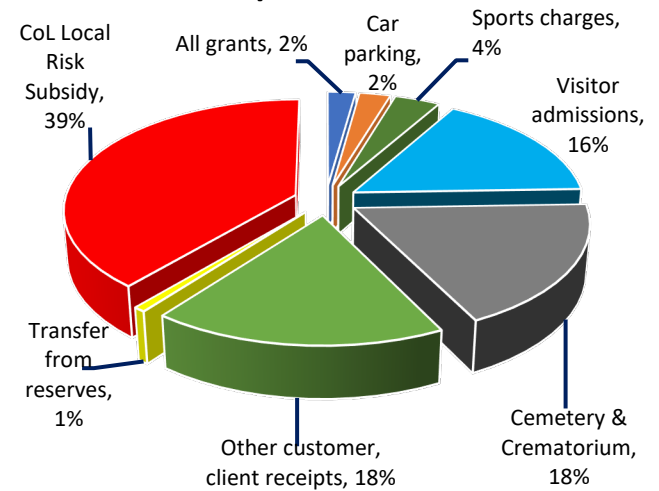
Net Budget vs Actual Net Budget and Capital Receipts



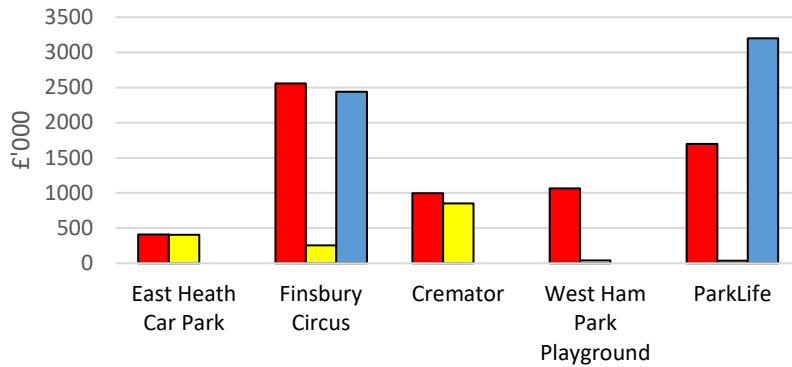
Actual Local Risk 2019/20



Where our 2019/20 income came from

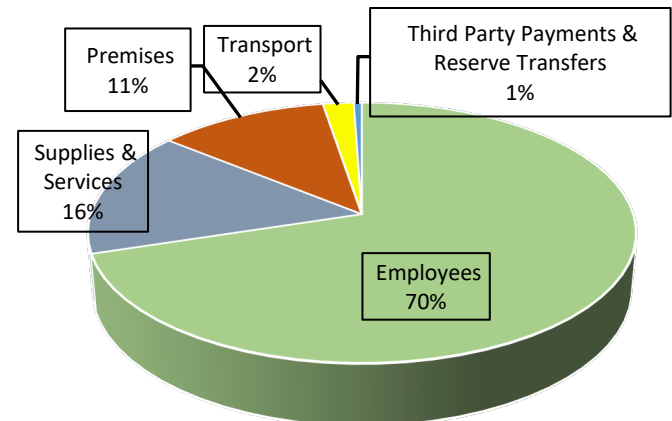


OSD Capital projects - showing anticipated COL and other funding plus spend to date



- Funding to be provided by COL
- Actual & Committed spend
- Funding from other sources

How we spent our local risk budget in 2019/20



THE DEPARTMENT'S VISION IS:

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

The Open Spaces Department's three top line objectives and twelve outcomes are:

A. Open spaces and historic sites are thriving and accessible

- ✓ Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
- ✓ London has clean air and mitigates flood risk and climate change (11)
- ✓ Our spaces are accessible, inclusive and safe (1)
- ✓ Our habitats are flourishing, biodiverse and resilient to change (11)

B. Spaces enrich people's lives

- ✓ People enjoy good health and wellbeing (2)
- ✓ Nature, heritage and place are valued and understood (3)
- ✓ People feel welcome and included (4)
- ✓ People discover, learn and develop (3)

C. Business practices are responsible and sustainable

- ✓ Our practices are financially, socially and environmentally sustainable (5)
- ✓ London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
- ✓ Our staff and volunteers are motivated, empowered, engaged and supported (8)
- ✓ Everyone has the relevant skills to reach their full potential (8)

KEY: The numbers in brackets show how the Open Spaces Outcomes link to the twelve [Corporate Plan Outcomes 2018-2023](#).

Performance Measures	2020/21 Performance	2021/22 Direction of travel / target
Green Heritage Accreditation	13 Awards	13 Awards
Green Flag Awards	15 Awards	15 Awards
Active ancient tree management as part of the Stewardship Schemes at Epping Forest & Burnham Beeches.	As per Stewardship agreement - annual data not yet available	As per Stewardship agreement
The condition of our Sites of Special Scientific Interest	No new assessments in 2020 to enable any change to have been recorded	All re-assessed SSSI's are rated 'favourable' or 'unfavourable recovering'.
Number of visits to Open Spaces Departments webpages	647,457 to date	Increase
Tennis court usage	26,953 to date	Maintain
Customer satisfaction at Tower Bridge	New COVID19 related measure - annual	Maintain
Our environmental footprint	Annual data not yet available	Link to Climate Action Strategy
Net expenditure (OS local risk only)	Achieve readjusted budget	Achieve budget
Income generated (OS local risk)	Achieve budget	Achieve budget
Learning & volunteer programme - various measures	Annual data not yet available	Increase
Apprentice performance – various measures	Annual data not yet available	Maintain
Short term sickness	1.21 to date	Maintain
H&S accident investigations	88% to date	Corporate target

Appendix 2 - Key areas of work for 2021/22 for City Gardens, West Ham Park and the Directorate & Learning team

	Our key areas of work in 2021/22 will be...	What's changed during this year	Longer term plans
Directorate & Learning	<ol style="list-style-type: none"> 1. Support, monitor and co-ordinate the Department's implementation of its reduced budget envelope and the impact of the Target Operating model. 2. Develop and increase awareness of the donation's opportunities through the COL website; work with a third party provider to enable retention of Gift Aid, develop regular giving donation opportunities and legacies. 3. Review our 'concessionary fees and charges offer' and assess proposed changes with other CoL Departments and similar services across London prior to drafting new policy for Member approval. 4. Develop flexible learning in nature that addresses the restrictions and opportunities presented by COVID19 5. Learning offer targets schools with high pupil premiums 6. Learning offer targets children, young people and families who have been struggling due to COVID19 restrictions/impacts 	<ul style="list-style-type: none"> • Office staff have been effectively homeworking. Use of office accommodation unlikely to return to full capacity post COVID19. • COVID19 has placed restrictions on how the Learning team work with learning/school audiences. • Increased digital content enabled the learning services to be 'digitally open' whilst 'physically closed'. 	<ul style="list-style-type: none"> • With fewer people working from the Irish Chamber there arises an opportunity for CS to consider the long-term use of the property
City Gardens	<ol style="list-style-type: none"> 1. Progress Finsbury Circus refurbishment project. 2. Progress the replacement of Tower Hill playground subject to approval of capital funding 3. Continue develop and utilising technology to improve service provision 4. Fleet review completed and implemented 5. Launch new Biodiversity Action Plan 6. Contribute to climate action strategy actions, where relevant 	<ul style="list-style-type: none"> • Office staff have been homeworking whilst frontline staff have continued to come in. Use of office accommodation unlikely to return to full capacity post COVID19. • Server files have been restructured and all moved to Sharepoint. This has enabled greater connectivity between frontline and office staff and enabled effective remote working. 	
West Ham Park	<ol style="list-style-type: none"> 1. Refurbish the playground and seek additional funding to complete the extension 2. Working with CSD progress future use of nursery site 3. Tennis – relicence coaching provision and investigate flood lights on site 4. Café / ice cream concession – review and relicence on single concession once playground complete 5. Management plan – review and update management plan for site and circulate for consultation 	<ul style="list-style-type: none"> • Office use – reduced during lockdown, alternative methods of communication used. Use of office accommodation unlikely to return to full capacity post COVID19. 	<ul style="list-style-type: none"> • Cycling – issues during lockdown, need to look at high risk routes and mitigation measures (changes to gates/pathways may be required)

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Agenda Item 6

Committee: Open Spaces and City Gardens Committee	Date: 2 December 2020
Subject: Open Spaces Departmental Risk Management	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 5, 8, 11, 12
Does this proposal require extra revenue and/or capital spending?	No.
If so, how much?	-
What is the source of Funding?	-
Has this Funding Source been agreed with the Chamberlain's Department?	-
Report of: Director of Open Spaces	For Decision
Report Author: Martin Falder, Project Support Officer	

Summary

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

The department reports on the following nine risks:

- OSD 001 – Health and safety (Amber)
- OSD 002 – Extreme weather and climate change (Amber)
- OSD 004 – Repair and Maintenance of Buildings and Structural Assets (Red)
- OSD 005 – Pests and diseases (Amber – reduced from Red)
- OSD 006 – Impact of development (Amber)
- OSD 007 – Maintaining the City's water bodies (Red)
- OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument (Amber)
- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber)
- CR32 – Wanstead Park Reservoirs (Red) (Corporate risk)

Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 1 October 2020. Risks relevant to the Open Spaces Department have been attached at Appendix 4 for information.

Recommendation

Members are asked to note the report and:

- Approve the Departmental risk register as outlined in this report and at Appendix 2

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Open Spaces Committee is presented with relevant risk registers twice a year which fulfils this requirement.

Current Departmental Position

4. Appendix 2 shows the Departmental risks. Officers are undertaking a range of actions at a divisional level and these actions aim to reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the relevant cross divisional risks and lists the actions which are being taken to reduce (or maintain) the risk, together with a 'latest note' on progress.
5. The Epping Forest & Commons, Hampstead Heath, Highgate Woods & Queen's Park, West Ham Park, Port Health & Environmental Services, and Culture, Heritage & Libraries Committees receive their relevant divisional risk registers in separate reports.
6. Risks related to COVID-19 are managed corporately under a separate risk register which was last accepted by Audit and Risk Management Committee on 1 October 2020. Risks relevant to this committee have been attached at Appendix 4 for information.

Current Risk Scores

7. Eight departmental risks remain unchanged from the previous report agreed on 14 July 2020. These risks are summarised below, along with their rating and score. Full details about the current risk status and the actions being taken divisionally to manage or reduce these risks can be found at Appendix 2.
8. OSD 001 – Health and safety (Amber, 8) represents the health and safety risks involved in the work of the Open Spaces department. This has been assessed to remain at Amber, and to be escalated if necessary. The target remains at the same level as the current risk, and we accept this level of risk.

9. OSD 002 – Extreme weather and climate change (Amber, 6). The current and target score remain at the same level, and we accept this as an ongoing risk involved in the work of the department.
10. OSD 004 – Repair and Maintenance of Buildings and Structural Assets (Red, 16). This risk score remains at red due to the current CWP budget and the mounting bow wave of works which we do not have the resources to address. The target score for this risk remains at the elevated level of Red (16), as we are focused on maintaining at the current level of risk, and do not anticipate being able to reduce this risk score within this financial year.
11. OSD 006 – Impact of development (Amber, 12). This item remains at the level previously reported due to the careful monitoring of planning decisions by officers. The target score is the same as the current score. We accept this level of risk at present.
12. OSD 007 – Maintaining the City’s water bodies (Red, 16). This remains at the same level as previously reported. If the necessary works are undertaken, we hope to reduce this to Amber by 2022. At present, it remains at Red.
13. OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber, 12). Although the rollout of ULEZ stage one was successfully managed by the Parks & Gardens division, the expansion of the boundary in October 2021 will impact several other sites in the North London and Epping Forest divisions. This remains at the same level previously reported, but may escalate if the procurement process is not resourced appropriately. We aim to reduce this risk to Green (4) by the expansion date on 25 October 2021.
14. OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument (Amber, 12). Regular meetings held with the CoLP Counter Terrorism Section indicate this remains at Amber. The target score remains at the same level as the current score at present.
15. CR 32 – Wanstead Park Reservoirs (Red, 24). This is a Corporate-level risk included in this report for information, as it was accepted into the Corporate Risk Register on 28 January 2020. If works proceed on schedule, we aim to reduce this risk to Amber (8) by June 2024.
16. One departmental risk has dropped from Red (16) to Amber (12). OSD 005 – Pests and diseases was agreed to operate on a six-monthly target schedule, whereby we aim to reduce the risk to Amber (12) by winter via a programme of remedial works, including OPM spraying and Massaria surveys. This process was successful in 2020, and the risk has therefore been dropped to reflect this work. We nonetheless expect the risk to increase to Red (16) again by next summer, as this is, by its nature, a seasonal risk.

Corporate & Strategic Implications

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

Within which they will help deliver the outcomes:

- We have clean air, land and water and a thriving and sustainable natural environment.
- Open spaces are secure, resilient and well-maintained.
- People are safe and feel safe

18. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business top line objectives and associated outcomes:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people's lives.
- C. Business practices are responsible and sustainable.

Conclusion

19. The need to systematically manage risk across the Department is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – Departmental Risk Score & Target Matrix
- Appendix 4 – Covid-19 Risks Relevant to the Open Spaces Department

Martin Falder, Project Support Officer

T: 020 7332 3514

E: Martin.Falder@cityoflondon.gov.uk

Appendix 1:

City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that rating.

Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Page 5

Impact Criteria

Impact Title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Scoring Grid

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

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

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

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Appendix 2 – Open Spaces Departmental Risk Register

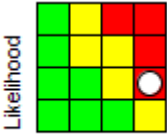
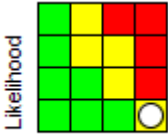
	• Damage to a listed landscape.					
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD 013 b	Create and lead a project board.	Project board established, meeting regularly. Some meetings have been postponed due to COVID-related work delays. Next meeting 30 November. Ongoing action.	Colin Buttery	13-Nov-2020	01-Mar-2021
OSD 013 c	Evaluate and analyse the report from the reservoir engineer.	Report findings accepted and are being proposed for Capital Funding.	Paul Monaghan	13-Nov-2020	01-Jan-2021
OSD 013 d	Confirm to EA that measures in the interest of safety have been completed.	Recommended works and further study being proposed.	Paul Monaghan	13-Nov-2020	31-Mar-2021
OSD 013 f	Gateway 3 report requesting funding to consider the options.	Project plan currently on track but will be reviewed at the next project board meeting (30 November).	Paul Monaghan	13-Nov-2020	30-Nov-2020

Appendix 2 – Open Spaces Departmental Risk Register

		Last year saw a moratorium on most repair and maintenance works at the cemetery, which further adds to this risk.			
OSD 004 EF	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Epping Forest division.	EF are investigating investment opportunities for the Warren House for long-term sustainable use. Investment in buildings from local risk is slow but proceeding. CWP investment is low this year. We are working closely with CSD for more detailed asset management planning. Several significant assets are in decline and we do not have resources currently planned to address these issues. We are aiming to maintain our current position based on existing budgets and do not anticipate significant improvement in the coming year.	Paul Thomson	12-Nov-2020	31-Mar-2021
OSD 004 NL	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the North London division.	East Heath Car Park project and the Queen's Park toilets re-fit were approved for capital funding at RASC in January. Progress on these projects has been delayed due to COVID-19. Work on the Parliament Hill Athletics Track was not approved as a capital project.	Bob Warnock	12-Nov-2020	31-Mar-2021
OSD 004 P&G	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Parks & Gardens division.	West Ham Park has been in contact with the Charity Commission to progress work on the Nursery site. Public engagement has been delayed due to COVID. Bunhill Fields wall remains fenced off. City Surveyors sub-contractors are unable to make site visits. Finsbury Circus secured full backing for the complex funding package at RASC in January 2020.	Martin Rodman	12-Nov-2020	31-Mar-2021
OSD 004 TBM	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Tower Bridge & Monument division.	Large renewal project for Tower Bridge required to bring electrical works up to date. Failure to complete these works will compromise several aspects of the bridge's operations. Planned maintenance regimes continue to be in place as well as 'back up electricity' supplies in the event of a power failure. For component failures the on-site team are able to respond especially where this occurs when the Bridge is in the raised position. There are also emergency response arrangements in place with our specialist contractors.	Chris Earlie	12-Nov-2020	31-Mar-2021

Appendix 2 – Open Spaces Departmental Risk Register

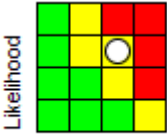
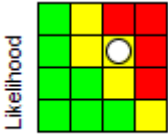

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies 30-Aug-2017 Colin Buttery Page 31	<p>This risk summaries the water body management and maintenance risks across the Open Spaces Department.</p> <p>The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010.</p> <p>Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach.</p> <p>For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage. In particular, the Wanstead reservoirs are a significant current cause for concern.</p> <p>This risk is felt to be of departmental concern due to potential for serous consequences, the possibility of legislative change and the possibility that significant capital projects could be required.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>16</p>	<p>Agreed by OS SLT November 2020. This remains at red. Details of management of water bodies are held under local divisional risk registers and the sub-actions.</p> <p>13 Nov 2020</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>31-Mar-2022</p>	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 004 a	Statutory inspection visits by engineer - 6 monthly in May and October	Inspections completed on schedule as agreed with the panel engineer. Spring 2020 inspection has been delayed due to COVID-19. Contractors due to be appointed in 2021.	Martin Newnham; Geoff Sinclair	13-Nov-2020	30-Apr-2021
OSD EF 004 b	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities.	Approved individual site plan for Leyton Flats includes proposals for Eagle Pond.	Geoff Sinclair	13-Nov-2020	31-Dec-2022
OSD EF 004 c	Weekly inspection of reservoirs / dam.	Ongoing action. Blue books being completed at agreed intervals.	Martin Newnham	13-Nov-2020	08-Apr-2021
OSD EF 004 e	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Baldwins Pond is at Gateway 4. Habitats Regulation Assessment is being prepared for it. Contractors due to be appointed in 2021.	Geoff Sinclair	13-Nov-2020	31-Dec-2022

Appendix 2 – Open Spaces Departmental Risk Register

		Birch Hall Park planning application submitted. Currently being adjusted in liaison with the planning authority. Contractors are being engaged.			
OSD NLOS 007 a	This action relates to training for lifeguards and operational / maintenance staff to ensure the safety of water bodies and swimmers in the North London division.	Ongoing -Training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.	Richard Gentry	13-Nov-2020	31-Mar-2021
OSD TC 006 a	Project development work on pond embankments.	Project at The Commons remains a goal for the future. This does not fit the criteria for Corporate capital funding bids. Ongoing action to mitigate risk, to be updated as project moves forward.	Martin Hartup	13-Nov-2020	31-Dec-2022
OSD TC 006 b	Ongoing monitoring and inspection works.	All water bodies are actively monitored by relevant authorities within the City to ensure they comply with legislation.	Martin Hartup	13-Nov-2020	31-Mar-2021

Appendix 2 – Open Spaces Departmental 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
OSD 005 Pests and Diseases Aug-2017 Lin Buttery Page 33	<p>This risk summarises the pest and disease risks across the Open Spaces Department.</p> <p>Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; ‘natural’ spread of pests and diseases from neighbouring areas.</p> <p>Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut</p> <p>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 other invasives or indigenous species, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats.</p> <p>This risk is felt to be of departmental concern due to the potential biodiversity, financial and human health impacts associated with this risk.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>Reviewed at SLT in November 2020. This risk is considered to be on a six-monthly cycle, increasing in Spring/Summer and reducing in fall-winter, and the current and target scores reflect this, as work continues on Oak Processionary Moth and other significant pest & disease works seasonally.</p> <p>Target has been pushed to March 2021, at which point we expect the score to rise again to Red during the Spring/Summer season.</p> <p>12 Nov 2020</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2021	 Decreasing

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 007 a	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Good progress being made on progressing delayed Tree Safety Programme now isolating staff have returned to work.	Geoff Sinclair	13-Nov-2020	08-Apr-2021
OSD EF 007 d	Sudden Oak Death - Yearly inspection of all Rhododendron and Larch. Tender of Larch removal (now completed). To be done yearly	Herbicide treatment of Rhododendron regrowth taking place.	Jeremy Dagley	13-Nov-2020	31-Mar-2021
OSD EF 007 e	Need to develop a biosecurity policy and then implement.	Biosecurity position statement was completed. A full-scale biosecurity policy is expected by 2021.	Jeremy Dagley	13-Nov-2020	01-Mar-2021
OSD EF 008 c	Develop an INNS policy - particular focus on OPM, although other pathogens and areas of concern to be tackled.	As per the main update. No further updates on this at present. Work on this policy to be progressed by next year.	Jeremy Dagley	13-Nov-2020	01-Mar-2021

Appendix 2 – Open Spaces Departmental Risk Register

OSD NLOS 004 a	This action relates to tree and plant procurement methods in the North London division.	Tree provenance is considered, the Division will source and use planting stock consistent with best practice guidance. Ongoing action.	Richard Gentry	13-Nov-2020	31-Mar-2021
OSD NLOS 004 b	This action relates to the identification and treatment against Oak Processionary Moth in the North London division.	The threat of OPM across The Hampstead Heath Division is not diminishing, we continue with the Forestry Commission led management on a targeted caterpillar spray and nest removal. Staff continue to manage Massaria and Horse chestnut bleeding canker. The tree team work with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylela fastidiosa</i> . Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We currently have Chalara die back of ash at NLOS but it is not a major concern at present.	Richard Gentry	13-Nov-2020	01-Apr-2021
OSD P&G 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is continuing. Info on training shared through HSIG, Equalities Board, SLT, and other avenues. OPM identification and management training was planned for spring 2020, but has been delayed due to COVID restrictions. We aim to restart as soon as guidance allows. Online training is taking place.	Lucy Murphy; Jake Tibbets	13-Nov-2020	30-Apr-2021
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Tree inspections for Spring and Summer 2020 completed and resultant works being carried out. Winter inspections planned for December.	Lucy Murphy; Jake Tibbets	13-Nov-2020	28-Feb-2021
OSD P&G 004 c	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies and neighbouring local authorities continue to be maintained. Plans are in place to meet Newham tree officer.	Lucy Murphy; Jake Tibbets	13-Nov-2020	30-Sep-2021
OSD TC 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing. Training needs reviewed at regular team meetings, and proactively promoted via HSIG and other corporate boards. Needs also reviews at 6 monthly divisional H&S meetings.	Allan Cameron; Martin Hartup; Hadyn Robson; Andy Thwaites	13-Nov-2020	31-Mar-2022
OSD TC 004 b	Annual tree inspections undertaken through qualified personnel	Ongoing. Inspections continue on a schedule basis or if-and-when the need arises.	Allan Cameron; Martin Hartup; Andy Thwaites	13-Nov-2020	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risk Register

OSD TC 004 c	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Allan Cameron; Martin Hartup; Andy Thwaites	13-Nov-2020	31-Mar-2022
OSD TC 004 d	Measures in place for staff, volunteers and contractors including public messages	Ongoing. Tick / lyme disease information cards produced for volunteers / contractors / visitors to Ashtead Common.	Allan Cameron; Martin Hartup; Andy Thwaites	13-Nov-2020	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risk Register

		some routes. Nonetheless, a Forest Transport Strategy timetable has yet to be considered and further work will be required by CoL officers to begin this process.			
OSD NLOS 011 a	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet, Brent and Haringey in regard to planning issues which may impact the open spaces.	Ongoing, division to make representation as necessary. Stakeholders, e.g. Consultative Group and Hampstead Heath, Highgate Wood and Queen's Park Committee updated as appropriate.	Richard Gentry	13-Nov-2020	31-Mar-2021
OSD NLOS 011 b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. No change. Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.	Richard Gentry	13-Nov-2020	31-Mar-2021
OSD NLOS 011 c	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	Ongoing. Response to planning issues as necessary. Relevant planning applications are monitored. No change. Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.	Richard Gentry	13-Nov-2020	31-Mar-2021
OSD P&G 007 a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues. City Gardens have been actively involved in the consultation process of the local plan.	Lucy Murphy; Martin Rodman; Jake Tibbets	13-Nov-2020	28-Feb-2021
OSD P&G 007 b	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues.	Martin Rodman	13-Nov-2020	31-Dec-2020
OSD TC 002 a	Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	Monitoring activity continues - ongoing action. Mitigation strategy work underway.	Hadyn Robson	13-Nov-2020	31-Mar-2021
OSD TC 002 b	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	Ongoing action - monitoring of impact of visitors and other possible stressors continues.	Hadyn Robson	13-Nov-2020	31-Mar-2021

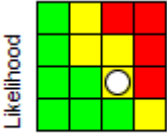
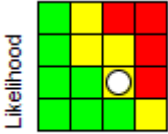

Appendix 2 – Open Spaces Departmental Risk Register

OSD P&G 009 c	This action covers work being done to address budgetary concerns around ULEZ-compliant fleet within the Parks & Gardens division.	Following discussion with procurement market testing for fleet extension is being undertaken which will go into a report for the fleet group.	Jake Tibbetts	13-Nov-2020	30-Nov-2021
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Appendix 2 – Open Spaces Departmental Risk Register

OSD TBM 001d	To progress a secure entrance/ exit facility for the Bridge's south tower lift, addressing current vulnerabilities to the satisfaction of CoL and Historic England. This action would allow for safer re-opening of the bridge after an event, if this led to increased security restrictions on attractions.	Not progressed yet as a corp project due to limitations of available resource and replanning/refocus on the new Covid-secure operational model in response to the pandemic. Case of support received from CTSA and likely to be progressed in 2021/22.	Chris Earlie	19-Nov-2020	01-Apr-2021
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Appendix 2 – Open Spaces Departmental 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
OSD 001 Health & Safety 30-Aug-2017 Colin Buttery	This risk summaries the H&S risks across the Open Spaces Department. 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 Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, volunteers, staff or a contractor This risk is felt to be of departmental concern due the types of activities and the nature of our sites which means constant vigilance is required. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	8	Assessed and agreed by Senior Leadership Team in November 2020. Significant work has been done to mitigate the health and safety risks held by the department. We do not foresee the rating of this risk changing significantly. We accept this risk as a necessary part of our daily work. 12 Nov 2020	 Likelihood Impact	8	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 001 a	Regular reviews of risk assessments and safe systems of work are undertaken.	This is an ongoing action which has continued as usual throughout the year.	Gary Burks	12-Nov-2020	31-Mar-2021
OSD CC 001 b	Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff	This is an ongoing action which has continued as usual throughout the year.	Gary Burks	12-Nov-2020	31-Mar-2021
OSD EF 001 c	Staff roles linked to essential and desirable training needs. Continual and annual review	H&S training (operational) system is in place and established. Expiring training known in advance and scheduled. Training matrix link to induction and new starters is currently in progress.	Jo Hurst	12-Nov-2020	01-Mar-2021
OSD EF 001 e	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	All outlined and clarified in the agreed local H&S statement. Ongoing action.	Paul Thomson	12-Nov-2020	01-Mar-2021
OSD EF 001 f	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice	Checks underway and extended to non-catering outlets and other tenants. Appointment of Land Agency and Planning Officer on FTC has assisted these checks. Ongoing action, annual	Jo Hurst	12-Nov-2020	01-Mar-2021

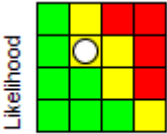
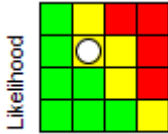

Appendix 2 – Open Spaces Departmental Risk Register

	cream vans	review to BAU.			
OSD EF 001 g	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used.	Breaking ground has been captured through the implementation of the Epping Contractor Protocol and permitting is now BAU.	Jo Hurst	12-Nov-2020	01-Mar-2021
OSD NLOS 006 a	Continue with annual H & S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	This is an ongoing item, reviewed annually. These were completed for 2019 and contributed to the OS Certificate of Assurance.	Richard Gentry	12-Nov-2020	31-Mar-2021
OSD NLOS 006 b	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Divisional H & S meetings continue, attendance is monitored. The Division has input at a Dept level. Ongoing action.	Richard Gentry	12-Nov-2020	31-Mar-2021
OSD P&G 001	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	12-Nov-2020	01-Jun-2021
OSD P&G 001 b	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required. Regular progress meetings with CSD and contractor for larger projects.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	12-Nov-2020	01-Jun-2021
OSD P&G 001 c	Net improvement of standards of H&S following regular validation visits.	Undertook desk based Audit in 2020 due to COVID restrictions	Patrick Hegarty	13-Nov-2020	31-Mar-2021
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme is regularly reviewed. First Aid training is currently a focus for City Gardens team, although this is delayed due to COVID-19. First Aid certification has been extended in light of this.	Lucy Murphy; Jake Tibbets	12-Nov-2020	01-Jun-2021
OSD P&G 001 e	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down	COVID risks assessments for staff duties and workplaces to ensure that they are COVID safe. Messaging to public re-government guidance to help prevent the spread of the disease. Review of all RA concerning the public use of facilities including sports and use of building	Martin Rodman	13-Nov-2020	01-Jun-2021

Appendix 2 – Open Spaces Departmental Risk Register

	decisions, issues, responsibilities and communications. Ongoing action	undertaken.			
OSD P&G 006 b	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	Continuing to work with met police, schools liaison and SNT's throughout second lockdown period. Park is twice as busy as normal November however manageable due to cooler weather.	Lucy Murphy; Jake Tibbets	13-Nov-2020	28-Feb-2021
OSD TBM 010a	Following receipt of initial survey identify an action plan and implement asap.	Safe systems of works and emergency escape plans are being drafted and will be submitted for discussion. Full report submitted with action plan in place for a number of improved procedures, facilities and equipment.	Chris Earlie	12-Nov-2020	01-Jan-2021
OSD TC 001 a	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	This is an ongoing action. Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings. Attendance and reporting at quarterly departmental health and safety meetings. This has been maintained over the past year, although pressure on staff has increased due to current situation.	Allan Cameron; Martin Hartup; Andy Thwaites	12-Nov-2020	31-Mar-2021

Appendix 2 – Open Spaces Departmental 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
OSD 002 Extreme weather & climate change 30-Aug-2017 Colin Buttery	<p>This risk summaries the risks associated with extreme weather across the Open Spaces Department.</p> <p>Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p>Event: Not adequately preparing for extreme weather</p> <p>Impact: Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.</p> <p>This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	6	Assessed and agreed by Senior Leadership Team in November 2020, remains at current risk level. Actions are managed at divisional level. 12 Nov 2020	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 010 a	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. This is managed through: <ul style="list-style-type: none"> • Tree inspections • Maintain staff with chainsaw qualifications 	Ongoing monitoring action. As previously: <ul style="list-style-type: none"> • Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. • It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels. No change, with 3,500 trees around the site, the risks associated with high winds remain.	Gary Burks	12-Nov-2020	31-Jul-2021
OSD EF 009 a	Review and update plan	Ongoing, reviewed regularly. We have adopted the CoL emergency plan format which is replicated at a local level to represent our specific needs.	Martin Newnham	12-Nov-2020	01-Mar-2021

Appendix 2 – Open Spaces Departmental Risk Register

OSD EF 009 h	Grass & Heathland Fire	<p>Nine site-specific wildfire management and response plans and their accompanying wildfire risk assessments have been completed. Both the London Fire Brigade and the Essex Fire & Rescue Service have been sent the response plans for their sign-off. Sign-off expected during summer/autumn 2020 once Fire and Rescue Service officers are allowed to complete site visits (these are currently COVID-19 restricted). Some actions arising from these wildfire plans have been completed. The remaining actions to be completed in 2020.</p> <p>A further two sites within the Forest are to be assessed and wildfire management plans prepared for them also in 2020.</p>	Martin Newnham	12-Nov-2020	31-Dec-2020
OSD NLOS 003 a	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event	<p>No change.</p> <p>Trigger Event Policy embedded in to our way of working.</p> <p>Met Office Data is reviewed weekly and responded to accordingly by Duty Manager and Duty Supervisor.</p> <p>Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.</p>	Bob Warnock	12-Nov-2020	31-Mar-2021
OSD NLOS 003 b	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Review of Emergency Action Plan was completed last year. Habitual fire action plan was updated in January of this year. Call out of staff after hours continues successfully through Southern Monitoring.	Richard Gentry	12-Nov-2020	31-Mar-2021
OSD P&G 005 a	Increased variety of species planted in order to ‘spread the risk’, e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	City's Climate Adaptation Strategy now launched	Lucy Murphy; Jake Tibbets	13-Nov-2020	01-May-2021
OSD P&G 005 c	Monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum	Extreme weather policy with procedures in place to close the park when there are severe alerts of amber and red with gust of 45mph or more. An action log of these decisions is held to monitor patterns. Ongoing action.	Martin Rodman	12-Nov-2020	31-Mar-2021
OSD TC 005 a	Review and update plan bi-annually. Fire management and monitoring policies and plans in place and link to staff training and local emergency services	<p>This action is ongoing</p> <p>Site information/resources shared with emergency services.</p> <p>Plan reviewed in June 2018 is currently being revised by staff, on schedule.</p>	Allan Cameron; Martin Hartup; Andy Thwaites	12-Nov-2020	31-Jan-2021
OSD TC 005 b	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	The sites continue to monitor and respond to warnings of extreme weather.	Allan Cameron; Martin	12-Nov-2020	01-Mar-2021

Appendix 2 – Open Spaces Departmental Risk Register

			Hartup; Andy Thwaites		
OSD TC 005 c	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue continues. Work on carbon sequestration is being progressed.	Allan Cameron; Martin Hartup; Andy Thwaites	12-Nov- 2020	01-Mar- 2021

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Appendix 3 –Departmental Risk Scores & Targets
Departmental Risks and Target Scores

Likelihood	Likely (4)				
	Possible (3)		<i>OSD 002</i>	<i>OSD 005 OSD 006 OSD 010 TBM 001</i>	CR 32
	Unlikely (2)			<i>OSD 001</i>	OSD 004 OSD 007
	Rare (1)			<i>OSD 010</i>	<i>OSD 007 CR 32</i>
OSD Risks November 2020		<i>Minor (1)</i>	<i>Serious (2)</i>	<i>Major (4)</i>	<i>Extreme (8)</i>
Impact					

- Bold** - Current Score
- Italics* - Target Score
- Bold Italics** - Current & Target Score Aligned

Risk Reference:

- OSD 001 – Health and safety
- OSD 002 – Extreme weather and climate change
- OSD 004 – Repair and Maintenance of Buildings and Structural Assets
- OSD 005 – Pests and diseases
- OSD 006 – Impact of development
- OSD 007 – Maintaining the City’s water bodies
- OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument
- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk
- CR32 – Wanstead Park Reservoirs

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Appendix 4 – COVID-19 Risks Relevant to OSCG (For Information)

OSD COVID-19 Risks Relevant to the OSCG Committee

Report Author: Martin Falder

Generated on: 19 November 2020



Rows are sorted by Risk Score

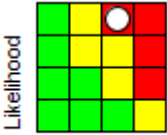
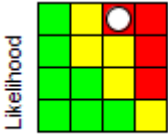

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SGPS Failure of Cemetery & Crematorium Services (OSD) 07-Apr-2020 Colin Buttery	<p>Cause: Pandemic significantly increases mortality rate combined with a high impact on staff required to deliver essential services at the Cemetery & Crematorium. Staff from other areas are not able to be reassigned to compensate for this shortfall. Key staff with specialist knowledge are unavailable during a surge in demand. Failure of aging cremators.</p> <p>Event: Cemetery & Crematorium forced to close or severely reduce service.</p> <p>Impact: Failure of critical statutory service; reputational damage; financial damage; legal repercussions; failure to meet the excess death plan; significant impact on other nearby sites, resulting in potential chain of failure points, as C&C is the largest site of its kind in the area.</p>	 Likelihood	16	Risk reviewed at OSD Bronze Group 17/11/20. To remain the same for now, as demand and project risk remains. 18 Nov 2020	 Likelihood	16	01-Feb-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS	Actions undertaken by the Cemetery & Crematorium to	Cemetery remains under significant pressure and cremations have been reduced as part of the	Gary Burks	18-Nov-	01-Feb-

Appendix 4 – COVID-19 Risks Relevant to OSCG (For Information)

18 001	preserve statutory responsibilities.	cremator replacement project. All essential works are continuing according to government guidelines. Review date moved to 1 February, in line with cremator replacement project timelines.		2020	2021
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Appendix 4 – COVID-19 Risks Relevant to OSCG (For Information)

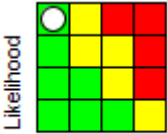
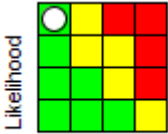

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SGPS 32 Income Generation and Financial Management (OSD) 29-Apr-2020 Colin Buttery	Cause: COVID-19 has led to closure or deferral of many of the income-generating aspects of our business, as well as the incursion of significant additional costs. In combination with existing financial pressures, we are likely to run significantly overbudget. Event: Significant overspend due to underachievement of expected income. Impact: Financial impact, potentially leading to permanent cessation of services. High likelihood of requiring additional financial support from the corporate centre.	 Likelihood	16	Risk reviewed by OSD Bronze on 17/11/20. We are not able to moderate the risk at this time, and therefore the current and target risk will remain the same. Budgets have been reset, but the second lockdown will have further impacted income, and the impact of further tier increases cannot be easily predicted at this time. Target date set for end of financial year. 18 Nov 2020	 Likelihood	16	31-Mar-2021	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SGPS 32 001	Departmental overview of actions taken to help mitigate this risk.	Budgets have been reset with new targets. Continuing to engage with Chamberlains and monitor income losses due to COVID-19.			Colin Buttery	18-Nov-2020	31-Mar-2021

Appendix 4 – COVID-19 Risks Relevant to OSCG (For Information)

CVD19 SGPS 30 004	Actions undertaken at North London to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Bob Warnock	18-Nov-2020	31-Mar-2021
CVD19 SGPS 30 005	Actions undertaken in the Parks & Gardens division to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Martin Rodman	18-Nov-2020	31-Mar-2021
CVD19 SGPS 30 006	Actions undertaken at Tower Bridge and The Monument to maintain key H&S works.	<ul style="list-style-type: none"> • Statutory and essential works continue • PPM's undertaken by in-house staff and external contractors, • Generic Covid Risk Assessment undertaken and all security and operational risk assessments currently being reviewed. • Tower Bridge Management Group meet regularly to review position. 	Chris Earlie	18-Nov-2020	31-Mar-2021

Appendix 4 – COVID-19 Risks Relevant to OSCG (For Information)

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
CVD19 SGPS 35 Reopening Services (OSD) 30-Jun-2020 Colin Buttery Page 57	This risk is separated into two possible scenarios, denoted below. <i>Cause:</i> 1) Re-opening services where social distancing is difficult or impossible to enforce, such as (but not limited to) public toilets, the Parliament Hill Lido, and the Hampstead Heath swimming ponds. 2) Government guidance advises the re-opening of facilities which are not yet considered COVID-19 safe by our local risk assessors. <i>Event:</i> 1) Social distancing is not observed, in contravention of government guidance; social distancing measures are actively disobeyed, resulting in antisocial behaviour and the need for enforcement actions. 2) Facility opening is delayed past the date at which government guidance changes. <i>Impact:</i> 1) Staff members become sick; reputational damage; damage to properties; cessation of services that cannot be safely operated. 2) Reputational impact; antisocial behaviour & break-ins, and the requisite health & safety impact of this behaviour.	 Likelihood	4	Reviewed by OSD Bronze on 17/11/20. Risk to remain at green at present despite current lockdown due to previous experience with re-opening services. Changes to the tier system or sudden increase in demand will be monitored for impact on this risk. 18 Nov 2020	 Likelihood	4	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 35 001	Actions managed by the Directorate to mitigate this risk.	Regular OSD Bronze Group meetings are being convened to monitor this risk in case it further escalates, but at present it remains at Green.	Colin Buttery	18-Nov-2020	31-Mar-2021

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Agenda Item 7

Committee(s)	Dated:
Open Spaces and City Gardens	2 December 2020
Subject: City of London Joint Health and Wellbeing Strategy refresh – update and engagement	Public
<p>Contribute to a flourishing society</p> <ul style="list-style-type: none"> • People are safe and feel safe. • People enjoy good health and wellbeing. • People have equal opportunities to enrich their lives and reach their full potential. • Communities are cohesive and have the facilities they need. <p>Support a thriving economy</p> <ul style="list-style-type: none"> • Businesses are trusted and socially and environmentally responsible. • We have access to the skills and talent we need. <p>Shape outstanding environments</p> <ul style="list-style-type: none"> • We are digitally and physically well-connected and responsive • We have clean air, land and water and a thriving and sustainable natural environment. • Our spaces are secure, resilient and well-maintained. 	<p>1, 2, 3, and 4</p> <p>5 and 8</p> <p>9, 11 and 12</p>
Report of: Andrew Carter, Director of Community and Children’s Services	For Information
Report author: Zoe Dhami, Strategy Officer Community and Children’s Services	

Summary

The City of London Joint Health and Wellbeing Strategy (JHWBS) must be refreshed for 2021-24. The JHWBS reviews the needs of our population and reflects the priorities set by the Health and Wellbeing Board for that strategic period. The JHWBS is of particular importance as its priorities span all City of London Corporation departments, the voluntary and community sector (VCS) and the Integrated Care Partnership.

This report will update Members on the work undertaken to date on developing this strategy and invites recommendations on engagement.

Recommendations

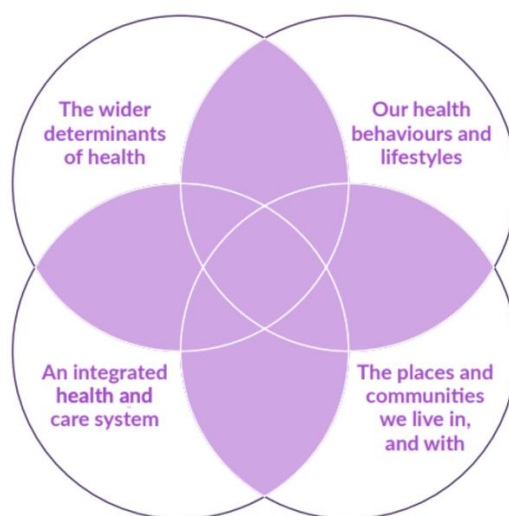
Members are asked to note the progress made on developing the 2021-24 JHWBS and are invited to provide any recommendations on how to best include the work of the Department of Open Spaces in establishing the JHWBS priorities.

Main Report

Background

1. The unequal distribution of population health outcomes is driven by a complex interaction of individual, community and structural factors. Tackling health inequalities and improving population health require action at multiple levels and across all sections of society. This means addressing all four 'pillars' of a population health system, as described by the King's Fund (see figure 1 below).

Figure 1: King's Fund Population Health Framework¹



2. An effective, integrated health and care system is key to meeting population health needs and tackling inequalities but is insufficient on its own. The biggest drivers of population health outcomes are linked to social, economic and environmental conditions (income, employment, education, housing, transport, etc), and it is structural inequalities linked to these 'wider determinants' that make the most significant contribution to health inequalities - as has been laid bare by the current pandemic.

¹ Buck et al (2018), [A vision for population health: towards a healthier future](#), King's Fund

3. As well as health behaviours (including smoking, physical activity, diet and alcohol), which themselves are socially patterned, this framework also emphasises the importance of 'place' - the neighbourhoods and communities in which we live - as being key drivers of health and wellbeing at an individual and population level. Working with and drawing on the assets within our local communities must therefore be central to our response to tackling health inequalities.
4. Members of the Health and Wellbeing board endorsed the use of the Kings Fund population health framework in September 2020. This framework will help inform the priorities for the 2021-24 JHWBS.
5. An engagement session was held with the Health and Wellbeing Board on 10 November 2020. The outcomes from the session were:
 - Agreement to extend and align the sign off date with Hackney's JHWBS development (November 2021)
 - Agreement to coordinate and work with Hackney on engagement and key areas of crossover between the two JHWB strategies
 - Consensus that the engagement for the strategy must be far reaching, ensuring that methods are undertaken to engage with hard-to-reach groups

Current Position

6. Gaps in our knowledge have been highlighted using a data synthesis of local, regional and national data. These gaps include:
 - Hidden workforce
 - Children living in poverty
 - East of City of London population in general
 - Impact of covid on our BAME communities
7. The City of London VCS will be approached to assist with engaging these groups as they have already established trust and relationships. Any organisation assisting the City Corporation will be part of an engagement preparation workshop and receive an engagement pack. This pack will also include an engagement framework, developed to support anyone leading engagement – this includes City Corporation front line staff. See appendix 1.
8. A meeting on the week commencing Monday 30 November will establish the next steps for Hackney and City Corporation working together.

Proposals

9. Understanding the work being undertaken by the Department for Open Spaces will help to inform what areas are prioritised by the Health and Wellbeing Board. In particular, in relation to the following Open Spaces Business Plan 2020/21 outcomes:
 - London has clean air and mitigates flood risk and climate change

- Our spaces are accessible, inclusive and safe
- People enjoy good health and wellbeing
- People feel welcome and included
- Our practices are financially, socially and environmentally sustainable
- Our staff and volunteers are motivated, empowered, engaged and supported
- Everyone has the relevant skills to reach their full potential.

Corporate & Strategic Implications

Strategic implications

10. The JHWBS both aligns with and will support the following outcomes of the Corporate Plan:

Contribute to a flourishing society

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

Support a thriving economy

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

Shape outstanding environments

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

Equalities implications

11. The JHWBS will be developed through an explicit inequalities lens - both to ensure sufficient focus is placed on inequalities that have deepened as a result of COVID-19 (e.g., linked to ethnicity and deprivation) and that our plans are broadened to directly address the needs of vulnerable groups which have not been prioritised previously (e.g., people living in insecure, overcrowded accommodation, who are at increased risk of infection and may have limited access to services).

12. The JHWBS will have strategic support from the City and Hackney Health Inequalities Steering Group and an Equalities Impact Assessment will be undertaken.

Conclusion

13. The JHWBS is an important piece of work for the City Corporation. As part of the Health and Social Care Act 2012, The City Corporation is responsible for

promoting the wellbeing of all the people who live or work in the City of London. As the determinants of people's health lie largely outside the healthcare system, it is the social, physical and economic policies that can have a substantial impact upon health. Developing the strategy within a 'health in all policies' approach requires system-wide action, with a specific focus on actions in the areas of overlap and intersection of the four 'pillars' - where the greatest opportunities to reduce underlying health inequalities are expected.

14. Engagement must be undertaken across all City Corporation Departments to understand the impact of our work on our population health. Such engagement will aid the Health and Wellbeing Board in setting the right strategic priorities for 2021-24.
15. Members are asked to note the progress made in developing the JHWBS and are invited to provide any recommendations on ensuring our engagement is comprehensive.

Zoe Dhami

Strategy Officer, Department of Community and Children's Services

E: zoe.dhami@cityoflondon.gov.uk

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City of London Joint Health and Wellbeing Strategy Engagement Framework 2020

Introduction

The City of London Corporation seeks to make co-production common place in strategy and service development. However, co-production has many definitions. Use of the term without clarity on what it 'means' for public engagement can cause confusion at best, and resentment at worst.

The aim of the City of London Joint Health and Wellbeing Strategy Engagement Framework ('Framework') is to provide guidance on how the City of London Corporation can engage its local community to shape the strategy in a meaningful way. The Framework sets out:

- The approach the City Corporation will adopt
- Principles that will guide all engagement
- Methods available for engagement
- Challenges to consider

Our approach


There are many definitions of co-production, as the approach is still developing and changing. However, all definitions agree that co-production includes service users, citizens and professionals coming together to influence decisions.

The definition the City Corporation will follow is from the Care Act 2014:

“when groups of people get together to influence the way that services are designed, commissioned and delivered”¹.

There are several stages of co-production, or public participation. To ensure both clarity and transparency in how the public will be engaged with the strategy, the City Corporation will use the International Association for Public Participation (IAP2) spectrum². The IAP2 is an international model that provides a framework on how government can effectively engage the community in decision-making processes. In developing this strategy, the City Corporation will 'consult' and 'involve' the public. It is acknowledged that due to time restrictions and Covid-19 it is not possible for the City Corporation to properly 'collaborate' with the public. However, the intention is to 'collaborate' and 'empower' the public in how the strategy is put into action. This distinction will be made clear throughout the engagement process. See Table 1 below for definitions.

¹ <https://www.thinklocalactpersonal.org.uk/co-production-in-commissioning-tool/co-production/In-more-detail/what-is-co-production/>



	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

TABLE 1: INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION (IAP2) SPECTRUM

Our principles

A set of principles have been established to guide the engagement approach.

1. We will always be clear on the **purpose** of any engagement.
2. We will always be **transparent** about what can, and what cannot, be achieved.
3. We will take all available measures to **include and engage** all representative communities.
4. It is our **responsibility** to engage diverse and hard to reach groups.
5. We will work in **partnership** with other stakeholders and organisations to coordinate activity and avoid over-engagement.

IAP2 engagement methods

Examples of consultation:

- Workshops
- Forums
- Focus groups
- Public meetings
- Online or paper surveys
- Public comment/displays
- Discussion groups
- Interviews

- Invitation for submissions
- Listening posts
- Road shows
- Ideas boards
- Citizen's panels
- Open day
- Market research

Examples of involvement:

- Reference groups
- Advisory group
- Peer to peer research
- Workshop series

The methods provided below could be considered as part of the strategy's commitment to on-going co-production with the public.

Examples of collaboration:

- Peer to peer consultation
- Volunteer researchers
- Partnership groups
- Consensus-building
- Participatory decision-making
- Community visioning
- Advisory committee
- Taskforce
- Consultative committee
- Joint planning days
- Policy round table

Examples of empowerment methods:

- Citizen juries
- Social procurement
- Community run facilitation session and workshops
- Delegated decisions

Putting the approach into practice

Data – what do we already know?

Using the updated City of London JSNA, Public Health Profile, any recent surveys undertaken and national research a synthesis will be provided of:

- Cohorts/groups/communities
- Inequalities across demographics

- Health and wellbeing issues across demographics
- Gaps in the data

Communication Channels

The Department for Community and Children’s Services Communication team has provided a list of channels across all services that are used to communicate with the public. Work has been undertaken to map what groups are covered within these existing channels and what the gaps are.

Improving engagement

Building trust. It takes time to develop and build trust-based relationships with stakeholders and participants, particularly in co-production approaches. Further, stakeholders may have unrealistically high expectations of benefits they may accrue and what their role and responsibilities may be.

To mitigate against this all engagement must be clear on what stage of co-production the City Corporation is using and why.

There is evidence to suggest that stakeholders can easily tire of consultation processes especially when promises are unfulfilled, and their opinions and concerns are not taken into consideration. Often stakeholders feel their lives are not improving as a result of a project and this can lead to consultation meetings being used as an area to voice complaints and grievances about the lack of development.

To mitigate against this a separate forum could be used to allow grievances to be aired.

Securing participation. This is especially the case for hard to reach groups and being able to establish commitment from a group that is representative of common interests. Groups that are particularly underrepresented include older males, carers, LGBT members, BAME members and those with a disability or illness.

Related stakeholders will be key to our engagement work in not only providing their experience of working with target groups but also in sharing their networks of people. Through engagement with service departments and relevant committees it is expected that the current stakeholder list can be built on.

Ethics and monitoring. Monitoring forms and data consent need to be considered in any engagement work.

Further mitigation. Through understanding the reasons why people do not participate mitigation can be built into the engagement process. Reasons for not participating include:

- Lack of interest in the issues.
- Lack of information and understanding of the issues.
- Perception that their input is not valued or will not make a difference.

- Lack of follow up or feedback previously provided for other or same issues.
- Not understanding how their contribution may have been used in the past on other or same issues.
- Engagement methods that are intimidating or inappropriate.
- Language or cultural barriers.
- Accessibility barriers – digital, venue (type of access/geographical location), time, holiday.

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Agenda Item 8

Committee(s)	Dated:
Open Spaces and City Gardens Committee	2 December 2020
West Ham Park Committee	2 December 2020
Hampstead Heath, Highgate Wood and Queens Park Committee	7 January 2021
Epping Forest and Commons Committee	18 January 2021
Subject: Departmental Business Plan 2020/21 – Six month performance update: April to Sept 2020	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Outcomes: 1, 2, 3, 4, 5, 8, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Colin Buttery – Director, Open Spaces	For Information
Report author: Gerry Kiefer, Open Spaces	

Summary

This report provides Members with an update on progress and performance against the 2020/21 Business Plan. The Plan was agreed by Members in February 2020 before Covid 19 impacted on all our lives. Our Open Spaces and Parks have played a vital role during the pandemic, helping to keep the population well, both mentally and physically. However, managing additional visitors, working with a reduced staffing capacity, reacting to changes in Government legislation has impacted on our ability to deliver some aspects of the business plan and influenced our ability to achieve our performance measures.

Recommendation

Members are asked to:

- Note the report

Main Report

Background

1. The Open Spaces & City Gardens Committee approved the Departmental Business Plan 2020/21 (Appendix 1) on 3 February 2020.
2. The Department’s Vision is; *we enrich people’s lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.*

3. The Business Plan identified the Department's three main objectives under which sit twelve outcomes which are set out on page one of the Business Plan (Appendix 1)
4. The Business Plan identified a range of activity that would help achieve the Department's twelve outcomes, and highlighted four key themes for progress in 2020/21 which were:
 - Maximise the value and opportunities of our built and natural assets
 - Protect and enhance our sites biodiversity and determine the value of our green infrastructure
 - Engage with the local planning processes to mitigate and protect against the negative impact of development on our open spaces
 - Develop innovative approaches to income diversification
5. The Business Plan identified annual capital bids that had been proposed to Resource Allocation Sub Committee (RASC) of which some were still awaiting decision when the Plan was agreed in February 2020.

Current Position

6. Before the financial year commenced, life as we had known it dramatically changed as the Coronavirus pandemic spread across the World and our Government introduced new regulations, asking us to; *Stay home, Protect the NHS, Save Lives*.
7. From March onwards it became clear that, particularly in and around London, where many people do not have access to gardens, our parks and green spaces would play a crucial role in keeping the population well, both mentally and physically.
8. During the last eight months, services have complied with changes in Government legislation seeing facilities and activities close, reopen and in some cases, close again. Our main aim has been to ensure the health and safety of our staff and visitors. Many new operational practices have had to be implemented and the provision of services have been re-prioritised to ensure delivery of key services with the resource capacity available.
9. Members have been regularly informed of the impact that Covid19 has had on the services through Committee updates and member briefing notes.

Progress of Key Themes

10. Below is detailed the progress that has been made against the four key themes of the Business Plan. Covid19 has required refocussing of resources and has resulted in some areas of work not progressing, or progressing less than would have been anticipated. However, the following progress has been made:

Key Theme	Activity Progress
Maximise the value and opportunities of our built and natural assets	<ul style="list-style-type: none"> • Finsbury Circus Gardens reopened at the beginning of August. Architecture00 + Studio Weave with ReardonSmith Landscape were selected from a shortlist of five to redesign the Grade II-listed site. Anticipated completion now 2022/23 ➤ WHP Nursery Progress delayed due to Covid-19 and protracted correspondence with Charity Commissioners. Climate Action Strategy agreed by Policy and Resources Committee which includes a number of future actions that relate to Open Spaces.
Protect and enhance our sites biodiversity and determine the value of our green infrastructure	<ul style="list-style-type: none"> • The Engineering study for Wanstead Reservoirs has been completed and an Issues paper was taken to the Corporate Project Board on the 11th November 2020. The issues report details the initial findings from the Panel Engineer (which show a likely lower level of capital spend) and requests approval for further feasibility study to look at the flow of water through the cascade of reservoirs and the linkage to the Roding river in terms of water in and out of the waterbodies. ➤ Covid and the High Court judgement on the third runway has delayed delivery of the Heathrow Airport biodiversity net-gain project. A scaled down version is currently being discussed with the National Trust and tenants. The project officer is exploring other sources of funding, including HS2 and Comprehensive spending review.
Engage with the local planning processes to mitigate and protect against the negative impact of development on our open spaces	<ul style="list-style-type: none"> • Significant and extensive correspondence between Epping Forest's Local authorities and other partners, with changes to local plans required to ensure proper mitigation and protection of Epping Forest. ➤ The Commons officers continue to influence and comment on various local authorities planning documents, at their different stages of development.
Develop innovative approaches to income diversification	<ul style="list-style-type: none"> • The Lockdown has required many facilities to temporarily close. On opening many introduced new on-line booking systems and cashless payments. ➤ First holiday let of a former Lodge was launched at Epping Forest through Sykes Holiday lettings. ▪ Projects were identified across the Department to attract public donations. Use of a third-party supplier to administer this and enable Gift Aid to be received was stalled due to the lack of Charity bank accounts and financial controls required by Chamberlains. As an interim, online payment through the COL's webpages has been developed and online donations should be available via the website from mid December 2020. A 'campaigns' approach has been adopted as the current financial regulations do not allow general donation income to be rolled across financial years.

Capital Funding Requests

11. When the Business Plan was approved in February 2020, in principle capital funding had been agreed, subject to the usual gateway process, for West Ham Park Playground refurbishment, East Heath Car Park resurfacing and Chingford Golf Course. Subsequently RASC approved in principle funding for Finsbury Circus Reinstatement, ParkLife (Wanstead Football) both with

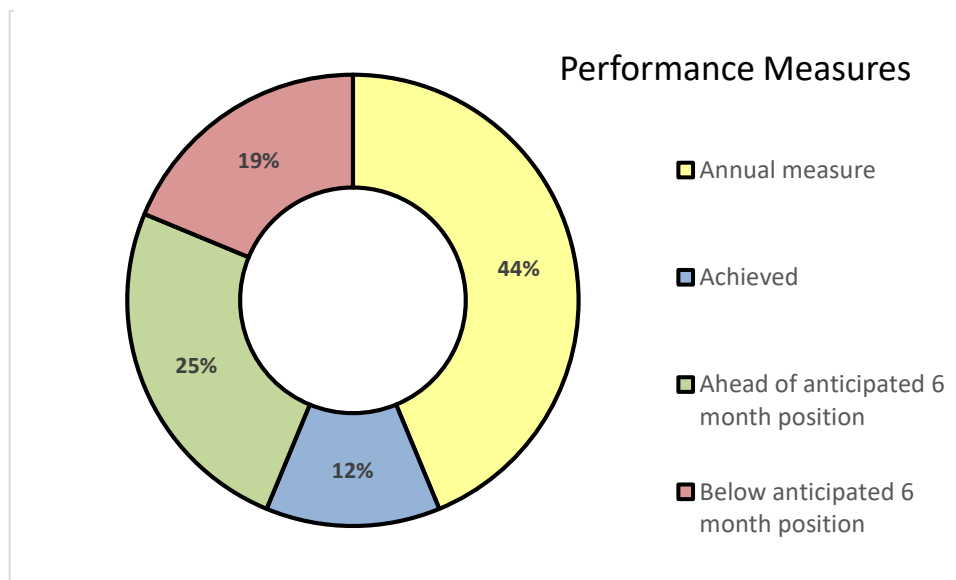
conditions. Funding was agreed at the start of the year for The Monument Visitor Centre and Queens Park Toilets, but a subsequent mid-year review withdrew this 'in principle' funding and these projects should be resubmitted annually if they remain a priority for the Department. Funding for Parliament Hill athletics track was turned down by RASC.

12. The relevant Service Committees have received more detailed reports on the progress of these 'approved in principle' capital projects.

Performance Measures

13. The Business Plan report identified sixteen performance measures. The majority of these are collated annually, but we have retained our 15 Green Flag Awards and 13 Green Heritage Site accreditations.
14. At 6 months we are above target for tennis participation following a large increase in court usage once lockdown was lifted. The pandemic has seen a significant increase in the number of people visiting our open spaces and this is mirrored in the number of visits to the open space's pages on the City of London's website.
15. Due to the impact of Covid19, apart from the Cemetery and Crematorium, the Department is below its expected position on income generation. The closure of our visitor attractions and then the significant reduction in capacity to meet social distancing guidelines means that our visitor numbers at our visitor attractions are significantly down on the same period last year.

Six month progress against annual performance measures



Implications

Financial Performance

16. Covid 19 has had a significant impact on the Department's finances. Many income generating services have been partly closed during the year including golf, tennis, swimming, sports pitches, wedding venues, visitor attractions (Tower Bridge, Monument, Keats house) and car parks. When allowed to open a few of these services such as golf and tennis were busier than normal and their projected 6 month income levels were achieved.
17. COVID19 has also impacted on expenditure with additional resources needed for health and safety equipment, waste and recycling, additional security costs and transport. In April the Department successfully bid for £65k internal COVID19 contingency fund money to help with the cost of additional health and safety equipment and changes to public reception areas.
18. On October 13 the City of London Corporation's Finance Committee received a Chamberlains report to address the deficit in lost income due to the COVID-19 pandemic and set realistic budgets that Chief Officers can be held to in this financial year (2020/21). For those services overseen by the Open Spaces Committee there has been a £66k readjustment of the local risk budget. This report titled '*resetting of Departmental Budget 2020/21*' is due to be an information report to this Committee on 2 December 2020.
19. Two further submissions for COVID19 contingency fund money were made in August 2020, but as the expenditure had already been captured in the budget forecasting that informed the budget readjustment report, these submissions were unsuccessful.
20. In order to track additional spend arising from COVID 19, the Chamberlains Department introduced a specific code for use on all expenditure. At the end of October 2020, £364.5k actual expenditure had been coded to the COVID19 special by the services for which this Committee is responsible. This includes approx. £100k loss of income from leases due to deferrals, rent holidays, discounts.

Corporate & Strategic Implications

Open Space Charities

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

The Corporate Plan

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

Conclusion

23. The Open Spaces Department has seen progress against some of the prioritised actions within its business Plan delayed due to COVID19 and some performance measures are below where they should be at 6 months.

Appendices

- Appendix 1 - High-level Business Plan 2020 -21
- Appendix 2 - Performance measures – position at 6 months, where available

Background Reports

Final Departmental Business Plan 2020/21 – Open Spaces, February 2020.

Gerry Kiefer

Business Manager – Open Spaces Department

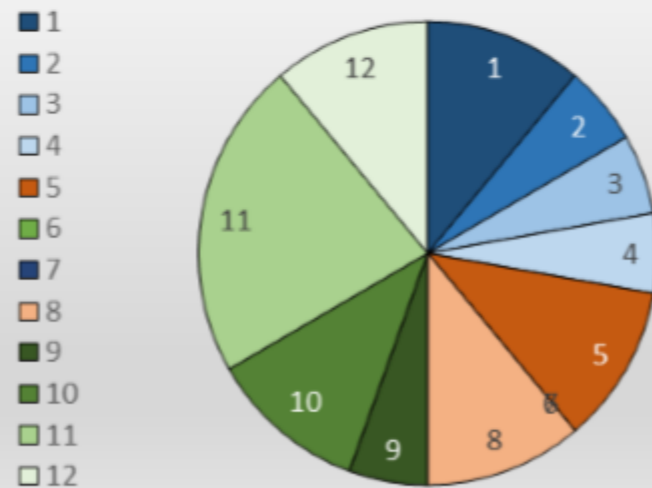
T: 020 7332 3517

E: Gerry.kiefer@cityoflondon.gov.uk

DEPARTMENT VISION:	We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.
Department objectives:	Open Spaces Department's twelve outcomes:
A. Open spaces and historic sites are thriving and accessible.	<ol style="list-style-type: none"> Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12) London has clean air and mitigates flood risk and climate change (11) Our spaces are accessible, inclusive and safe (1) Our habitats are flourishing, biodiverse and resilient to change (11)
B. Spaces enrich people's lives.	<ol style="list-style-type: none"> People enjoy good health and wellbeing (2) Nature, heritage and place are valued and understood (3) People feel welcome and included (4) People discover, learn and develop (3)
C. Business practices are responsible and sustainable.	<ol style="list-style-type: none"> Our practices are financially, socially and environmentally sustainable (5) London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10) Our staff and volunteers are motivated, empowered, engaged and supported (8) Everyone has the relevant skills to reach their full potential (8)

The numbers in brackets show how the Open Spaces outcomes link to the 12 Corporate Plan 2018 - 2023 Outcomes

Open Spaces Activity mapped to the 12 Corporate Plan Outcomes



Corporate Aim	%
A. Contribute to a flourishing society	28%
B. Support a thriving economy	22%
C. Shape outstanding environments	50%

The table overleaf lists all the activities we will be working on and developing this year.

Our key activities for 2020/21 will be:

- j) Maximise the value and opportunities of our built and natural assets (10c)
- f) Protect and enhance our sites biodiversity and determine the value of our green infrastructure (11b)
- d) Engage with the local planning processes to mitigate and protect against the negative impact of development on our open spaces (12b)
- q) Develop innovative approaches to income diversification (8d)

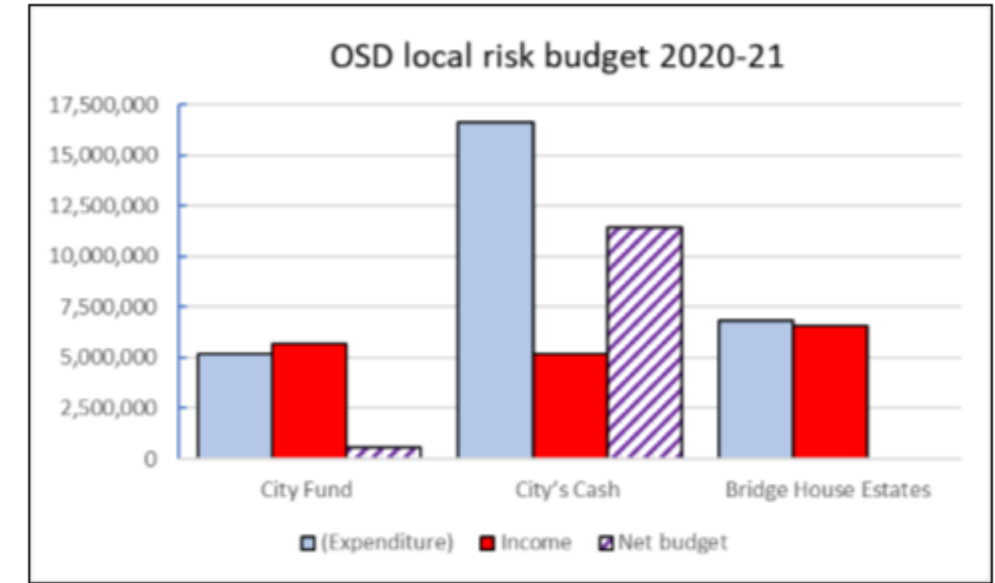
We will also be supporting the work of the Fundamental Review.

Appendix 1 provides the detail that sits behind these key activity statements.

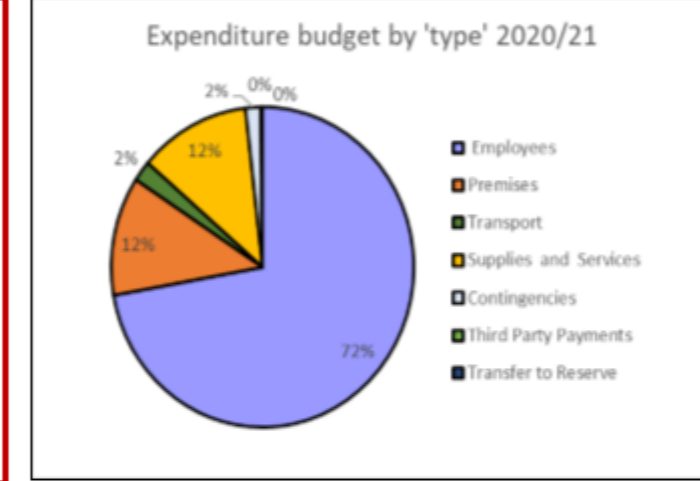
Numbers in brackets show links to the outcomes and actions within the Corporate Plan 2018-2023

How we are funded

Appendix 1



- Bids for Capital Funding Agreed in principle by RASC:**
- ◆ West Ham Park Playground
 - ◆ East Heath Car Park
 - ◆ Chingford Golf Course
- More information requested by RASC:**
- Finsbury Circus Reinstatement
 - The Monument Visitor Centre
 - ParkLife (Wanstead Football)
 - Parliament Hill Athletics Track
 - Queens Park Toilets (Chairman's request)



COL Staff Survey			
TOP 3 Highest Scoring	%	BOTTOM 3 Lowest Scoring Questions	% Positive
I have the skills I need to do my job effectively	94%	The City of London Corporation manages change effectively	32%
I am interested in my work	93%	I believe that action will be taken on	33%
I am clear about what I am expected to achieve in my job	87%	Poor performance is dealt with effectively where I work	34%

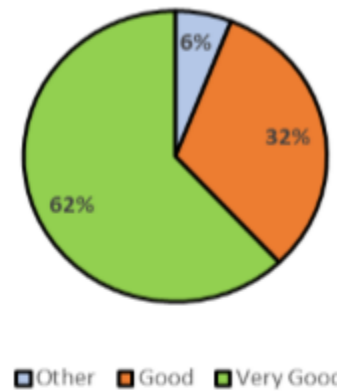
Action Being taken includes:

Improving Communication: All staff updates from SLT and Committees, staff briefings on 'change' including fundamental review.

Leadership: Open door sessions, visibility of managers, one to one's, appraisals,

Key Customer Feedback

Visitors satisfaction rating of open spaces site from snapshot survey



Performance Measures

We will contribute to a number of Corporate Performance Measures including: FOI responses, health and safety investigations, sickness absence, budgets, employee volunteering

We will also set Departmental performance measures including:

Performance Measure	Performance target 2019/20	Department Outcomes	Department Activity
Retaining Green Heritage Site Accreditation and Green Flag Awards	13 Green Heritage Awards 15 Green Flag Awards	Our open spaces, heritage and cultural assets are protected, conserved and enhanced	Protect our heritage: developing partnership funding bids where possible
Number of tennis courts booked	31,500	People enjoy good health and wellbeing	Provide a sustainable range of sports and recreational opportunities
Number of visits to our heritage visitor attractions	1,124,400 visits	People feel welcome and included	Improve the visitor and cultural offer
Active management of our ancient trees	Baseline	Our habitats are flourishing, biodiverse and resilient to change	Protect and enhance our sites biodiversity

What's changed since last year...

- Completed the Programme of events celebrating 125 years of Tower Bridge and 30 years custodianship of Hampstead Heath.
- Natural England declare a new National Nature reserve; South London Downs NNR, covering Coulsdon Commons and Happy Valley, in partnership with the London Borough of Croydon
- Retendered OPM Control Methods contract and a partner with the Forestry Commission in their OPM pilot study.
- City Gardens fleet is ULEZ compliant
- Events policy agreed and implemented for the Department and all divisions
- Delivered improvement projects in City Gardens including Senator House and St Alphege's Gardens
- Introduce longer lease durations allowing greater capital investment / external funding capacity under powers created by the Open Spaces Act 2018

Equalities and Inclusion Priorities:

- Improve accessibility within our sites, subject to funding.
- Improve inclusivity at our sites.
- Increase our collection and analysis of 'protected characteristics' data
- Develop our Learning programme offer to Special Needs Schools.
- Implement the agreed transgender policy.

Other activities that we will be undertaking this year under the headings of our three objectives.

Open Spaces and Historic Sites Are Thriving and Accessible

- Protect our heritage: developing partnership funding bids where possible (10d)
- Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (11b)
- Reduce the negative environmental impacts of our activities (11a)
- Review security and access control provision (1c)

Spaces Enrich People's Lives

- Provide a sustainable range of sports and recreational opportunities (2d)
- Improve the visitor and cultural offer, including the development of facilities, new technologies, customer service and a programme of events celebrating our anniversaries, historic sites and nature (4a)
- Develop our 'learning offer' (3b)

Business practices are responsible and sustainable

- Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (1c)
- Make more effective use of IT and technology and adopt 'smarter' ways of working (9b)
- Support the development of asset management plans and master plans for each site and influence the City Surveyors implementation of their operational property review (12a)
- Maintain our regional and national influence with regard to environmental, open space, burial, heritage and tourism matters (11d)
- Implement the recommendations arising out of the workforce plan, staff and customer surveys (8a)
- Develop our apprenticeship programme and volunteering opportunities across the Department (8d)
- Progress the prioritisation of services to mitigate inefficiencies and establish long term sustainable service provision (5c)

Appendix 1 provides the detail that sits behind these action statements.

◆ Numbers in brackets show links to the outcomes and actions within the Corporate Plan

Our delivery partners and key stakeholders include:

Local community groups, forums and local residents

Host and neighbouring local authorities and the GLA

Forestry Commission, Natural England and National Trust

Parks for London, GiGL, Action Oak

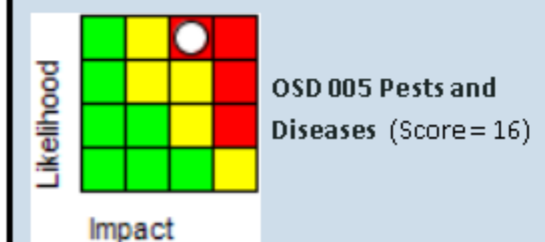
Historic England & English Heritage

National Governing Bodies of Sport and local sports groups









Consultation Committees and Forums









City of London Departments

Departments three red risks:



Appendix 2 - Performance measures – position at 6 months, where available

	Performance Measure Description	2020 / 21 Target (annual)		6 month performance (where available)
1	Green Heritage Site Accreditation	Retain 13 Awards		Achieved 13 Awards
2	Green Flag Awards	Retain 15 Awards		Achieved 15 Awards
3	Improving the condition of our Sites of Special Scientific Interest	All SSSI's that are re-assessed by Natural England are rated as being in 'favourable' or 'unfavourable recovering' condition.		Annual Measure
4	Reducing our environmental footprint	Reduction in utilities, increase in generated electricity		Annual Measure
5	Influencing planning authorities development approvals and planning policy documents	Influence planning applications and local plans		Annual Measure
6	Active management of our ancient trees as part of the Stewardship Schemes at Epping Forest and Burnham Beeches.	Epping Forest = 354. Burnham Beeches = 61.		Annual Measure
7	The number of 'visitors' to the Open spaces webpages.	930,000		647,457 Ahead of anticipated 6 month position
8	Learning & volunteer programme measures	Increase in positive and very positive responses to the 'learning impacts'		Annual Measure

	Performance Measure Description	2020 / 21 Target (annual)		6 month performance (where available)
9	Increase the number of visits to our heritage visitor attractions (This includes Tower Bridge, Monument, Keats House, The Queens Hunting Lodge hub and The Temple)	No target set due to Covid19 requiring facility closure		33,278 Below anticipated 6 month position
10	Improve customer satisfaction at our heritage visitor attractions (This includes Tower Bridge, Monument, Keats House, Epping Forest experience)	Improvement at Tower Bridge, Keats House and Epping Forest experience		Annual Measure
11	Increase the number of hours of tennis court usage	No target set due to Covid19 requiring facility closure		26,953 Ahead of anticipated 6 month position
12	Apprentice performance	81% pass their training qualification 20% get jobs, 25% progress from level 2 to level 3		Annual Measure
13	Average number of days per FTE short term sickness	3.37		1.21 Ahead of anticipated 6 month position
14	Health and safety accident investigations	85%.		88% Ahead of anticipated 6 month position
15	Open Spaces Department (all) Net expenditure (OS Director local risk only)	£11,531,000		£6,724,383
16	Open Spaces Department (all) Income generated (OS Director local risk)	£17,762,000		£6,309,925

Committee:	Date:
Open Spaces & City Gardens	13 Oct 2020
Subject: City Gardens Update	Public
Report of: Director of Open Spaces	For Information
Summary This report provides an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since October 2020.	
Recommendation Members are asked to: <ul style="list-style-type: none">• Note the report	

Main Report

Finance

1. Overall expenditure for City Gardens is projected to be £90k overspent this financial year due to a reduction in income generated from events and project delivery, as well as personal protective equipment and other items that have been required due to the coronavirus pandemic. Small on-site garden improvements and other non essential purchases have all been stopped to reduce pressure on the budget.

Personnel

2. City Gardens currently are shortlisting two new apprentice roles which will start January 2021.
3. City Gardens have recruited two vacancies for assistant gardeners, both will be starting around Christmas.
4. The Gardener for the Barbican which is being funded by the residents is now in post.
5. Sickness levels have increased, this is largely due to staff self-isolating due to them or members of their household developing COVID-19 symptoms.

Procurement

6. City Gardens are currently carrying out a number of procurement exercises this financial year, these will help ensure that City Gardens continue to provide a value for money service:
 - Tree purchase tender – This tender is due to go out shortly.
 - Tree Inspection tender – Tenders have now been received and are being evaluated.

Operational Activities

7. **COVID-19:** City Gardens have continued to work during the second lockdown. COVID guidance and protocols are regularly reviewed. All office-based staff continue to work from home and the Irish Chambers remain closed.
8. **Biodiversity Action Plan (BAP) 2020:** A separate report on the timetable for the BAP is being submitted to Open Spaces Committee. The aim is for the new BAP to be adopted in July 2021.

Project Updates

9. **Covid Streets Programme 19 planters:** City Gardens are working to support the Department of the Built Environment with the temporary greening measures. 30 trees in planters have now been successfully installed. Five parklets are to be introduced in December as well as six additional planters with trees. Locations are at Cheapside, West Smithfield, Chancery Lane, Cursitor Street, Ludgate Broadway and Carter Lane junction, Creechurch Lane, Middlesex Street.
10. **St Mary Aldermary:** This project was completed in November the following was been achieved:
 - The paving has been re-laid and extended.
 - The perimeter wall, which is a Surveyors asset, has now been rebuilt and is complete and stable
 - The planted borders around the garden have been refreshed.
 - Benches returned and installed.
11. **Tower Hill Gardens – play area:** The wooden play equipment at this site was installed approximately a decade ago, it is coming to the end of its life and needs to be replaced. A bid for capital funding for the renewal of the play area has been submitted. This will be considered at the December meeting of Resource Allocation Sub-Committee.
12. **Moor Lane planters:** This is a temporary installation of several planters on the pavement area near the junction of Silk Street along the side of the Barbican, has now been installed. City Gardens will maintain these planters for

approximately two years. A permanent scheme will be installed at the end of this period.

13. **Cursitor Street:** City Gardens have been working with the Department of the Built Environment on designing three raised planters within this street. This scheme is now on hold as temporary COVID planters having been installed in this location.
14. **2-6 Cannon Street (phase 2) Old Change Court/St Nicholas Cole Abbey:** This project is a redesign of the current area incorporating new beds and trees. It is also proposed that the area to the front of the Church (St Nicolas Cole Abbey) on Queen Victoria Street will also be planted. This project has been delayed due to issues with underground structures; planting is now not anticipated until early 2021.
15. **St Bartholomew's Close:** The relocation of two of the planters from outside Butchers Hall to the corner of Little Britain and King Edward Street is being carried out by the Department for the Built Environment and will have automatic irrigation.
16. **St Pancras Gardens –** A redesign and refurbishment of this garden that is to be funded by the owners of the garden is currently being considered. The proposal is to reuse the existing paving, add new and additional planting, replace the seating and most notably to fence and gate this garden.
17. **Greening Cheapside – Phase 2** -The sunken garden on the corner of Cheapside and New Change is currently under design discussion and will form Phase 2 of Greening Cheapside. Design of the space is at an early stage.
18. **150 Bishopsgate (Heron Tower)** - A line of London Plane trees on Houndsditch have been removed as part of redevelopment works of the public highway. The same species and number of trees will be replanted. The replacement trees will now be planted directly into the ground unlike the removed trees which roots were restricted by underground containers.
19. **Brewers Hall, Aldermanbury Square –** Brewers Hall is undergoing significant refurbishment resulting in an impact on the garden on Aldermanbury Square. This impact has been restricted to the removal of two dead trees along with planting in one of the ground level beds. Funding from the developer has been secured to replace the trees and plants as well as compensation for loss of space. The schedule to their works is to last approximately 14 months.
20. **30-34 New Bridge Street-** This building and the adjacent garden form part of the City's investment property portfolio, funded by Bridge House Estate and managed by the City Surveyors. City Gardens manage the garden on their behalf. As part of a development plan for this building the wall that fronts onto the garden is going to have a new façade which will partly consist of a green wall. To facilitate the build the contractors require use of the garden for storage and deliveries. We are assessing the options with a view to ameliorating the impact on the garden and trees.

Planning

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

Community, Volunteering and Events

22. Despite COVID the Friends of City Gardens and the Barbican Wildlife Group have remained active, although their activities have been slightly curtailed. Friends of City Gardens have held, prior to this current lock down, volunteer days with MACE at Bunhill Fields and have some days planned for December.
23. The Barbican Wildlife Garden was featured on BBC2's Autumn Watch on 3rd November. Still available on BBC iplayer.

Appendix 1 -Planning Application Open Spaces Consultations to XXX.

Jake Tibbetts

City Gardens Manager

T: 020 7374 4127

E: jake.tibbetts@cityoflondon.gov.uk

Planning Application Open Spaces Consultations to 19 November 2020

Application number	Location	Description
PT_KG/20/00886/MDC	88 Wood Street London EC2V 7DA	Submission of details of: (i) the materials to be used on: Cycle parking mesh, Frame and Planters; and (ii) details on the construction of the planting beds including: plant species, protection measures for the existing trees on site and maintenance regime.
PT_BXD/20/00848/FULEIA	Bury House 31 Bury Street London EC3A 5AR	Demolition of existing building and construction of a new building comprising 2 basement levels (plus 2 mezzanines) and ground floor plus 48 upper storeys for office use (Class E), flexible retail / cafe use (Class E), publicly accessible internal amenity space and community space; a new pedestrian route and new and improved Public Realm; ancillary basement cycle parking, servicing and plant. Includes 460 sqm GEA of Publicly Accessible Amenity Space.
PT_JR/20/00813/FULL	1 London Wall Place London EC2Y 5AU	Temporary installation of sculptures for a temporary period between 8th December 2020 and 17th January 2021.
PT_JS/20/00812/FULL	City Point Plaza 1 Ropemaker Street London EC2Y 9AW	Temporary installation of sculptures for a temporary period between 8th December 2020 and 17th January 2021.
PT_KG/20/00816/FULEIA	70 Gracechurch Street London EC3V 0HR	Demolition of existing buildings and the erection of a new building comprising basement levels and ground floor plus 33 upper storeys including office use (Class E), flexible retail uses, a public viewing gallery, cycle parking, servicing, refuse and plant areas, public realm

		improvements and other works associated with the development including access and highways works.
PT_CL/20/00742/MDC	Former Richard Cloudesley School Golden Lane Estate London EC1Y 0TZ	Approval of details pursuant to conditions 26 (landscaping scheme for the school) and 36 (Details of bird and bat nesting boxes), and partial approval of details pursuant to conditions 27 (landscaping scheme for the public realm) (with the exception of the soft landscaping element on Golden Lane) and 28 (Details of all tree pits)(excluding trees proposed on Golden Lane) of planning permission 17/00770/FULL dated 19th July 2018.
PT_CL/20/00765/MDC	Former Bernard Morgan House 43 Golden Lane London EC1Y 0RS	Submission of landscape materials and handrails pursuant to condition 18 a) and 18 e) of planning permission 16/00590/FULL dated 30th August 2017.
PT_CL/20/00717/FULL	Open Space Newgate Street London EC1A 7BA	Installation of the <i>Amulet</i> sculpture in Christchurch Greyfriars Churchyard, for a temporary period of five years. (Sustainable Finance Sculpture Project)

<p>Committee(s): Finance – For Decision Court of Common Council – For Decision</p> <p>Barbican Centre Board – For Information Community & Children’s Service – For Information Culture Heritage & Libraries – For Information Epping Forest & Commons – For Information Establishment Committee – For Information Hampstead Heath, Highgate Wood & Queens - For Information Licensing – For Information Open Spaces – For Information Planning & Transportation - For Information Port Health – For Information</p>	<p>Date(s): 13 October 2020 3 December 2020</p> <p>18 November 2020 6 November 2020 23 November 2020 16 November 2020 29th October 2020</p> <p>25 November 2020 14 October 2020 2 December 2020 27th October 2020 24th November 2020</p>
<p>Subject: Resetting of departmental Budgets 2020/21</p>	<p>Public</p>
<p>Report of: Chamberlain</p>	<p>For Decision/Information</p>
<p>Report author: Julie Smith</p>	

Summary

At Resource Allocation Sub Committee on 18th September 2020 Members considered and approved recommendations for budget adjustments of £15.6m , following a request at their July Committee for an in-year re-budgeting exercise to assist in repairing the damage to the City’s budgets arising from the COVID-19 pandemic. This was seen as a vital step in ensuring that we put our finances on a sustainable footing for the Medium Term.

Members of Finance Committee are asked to recommend to the Court of Common Council the budget adjustments outlined in this report totalling £15.2m to some departmental local risk budgets, (including a reduction of £400K to the original proposal to Resource Allocation Sub Committee for Open Spaces), to address the deficit in lost income due to the COVID-19 pandemic, and set realistic budgets that Chief officers can be held to this financial year (2020/21).

Members of the relevant Service Committees are asked to note the recommended budget adjustments which, subject to the agreement of the Court of Common Council in December, will be reflected in their detailed Revised Estimates 2020/21 and proposed Budget Estimates 2021/22 reports for their approval.

The mitigating steps leading up to the recommended budget adjustments include a thorough year end budget forecast exercise as at the end of July, informed by bi lateral meetings between the Chamberlain and Chief Officers, reaching a common understanding of the need for tight budgeting. This tight budgeting has resulted in

expenditure savings in local risk budgets of £21.3m, partially offsetting an income deficit of (£39.2m). This process was followed by Member lead bilaterals in September with those service areas most impacted by COVID.

The impact of COVID-19 stands at around (£28.4m) across all risks and funds of which (£17.9m) relates to Chief Officers local risk budgets. We are hopeful of recovering an estimated £13.6m from the Government's compensation for lost fees and charges of 75p in the pound net of associated expenditure reductions which will be used to offset the appropriate budget adjustments. The remaining City Fund COVID deficit would then need to be covered by scaling back the planned addition to the major projects reserve.

Further steps proposed are to maintain recruitment controls, including the use of Consultants, aligned to the roll out of the Target Operating Model (TOM) and continuing to press for further savings where possible to preserve the reserves position. Any residual COVID deficit will then be covered, in the case of City Fund, through an offsetting reduction in the Reserve.

Recommendation(s)

Members of Finance Committee are asked to:

- Note the steps already taken by officers to reduce the financial impact of the COVID-19 pandemic.
- Recommend to the Court of Common the adjusted departmental budgets totalling £15.2m outlined in this report, including a reduction of £400K to the original proposal to Resource Allocation Sub Committee for Open Spaces explained at paragraph 9.
- .
- Approve proposals to continue working with departments to identify further savings where possible.
- Approve continuation of recruitment controls aligned to the TOM which may give further savings in the year.
- As Service Committee, note the increase in budget of £1,084K for the Remembrancer

Members of the following Service Committees are asked to note the recommended budget adjustments as outlined below: -

- Barbican Centre Board: Increase of £12,452K
- Community & Children's services: Increase of £184K for Director of Community & Children's Services
- Culture Heritage & Libraries Committee – Increase of £392K for Open Spaces (Monument).

- Establishment Committee: Increase of £420K for Comptroller & City Solicitor
- Licensing Committee: £156K for Markets & Consumer Protection
- Open Spaces/Epping Forest & Commons/Hampstead Heath, Highgate Wood & Queens Committees: Increase of £66K.
- Planning and Transportation: Increase of £310K for Director of Built Environment
- Port Health:
 - Increase of £301K for Markets & Consumer Protection
 - Reduction of £148K in respect of Open Spaces (City of London Cemetery) due to increase in forecast income

Main Report

Background

1. On 18th September 2020 Members of Resource Allocation Sub Committee considered and approved recommendations for budget adjustments totalling £15.6m following their instruction to officers at their meeting in July, to carry out a re-budgeting exercise in the Autumn to assist in repairing the unprecedented damage to the City's budgets arising from the COVID-19 pandemic. This was seen as a vital step in ensuring that we put our finances on a sustainable footing for the Medium Term.
2. The following mitigating actions have been undertaken: -
 - Restriction of carry forwards from 2019/20 to protect the reserves position;
 - Recruitment controls; requiring a business case to recruit agreed by the Town Clerk
 - A review of high value contracts with City Procurement to see where any possible savings could be achieved and on-going monitoring to ensure value for money
 - An in-depth departmental re-forecasting exercise undertaken as at the end of July, crystallising expenditure reductions to limit COVID impact;

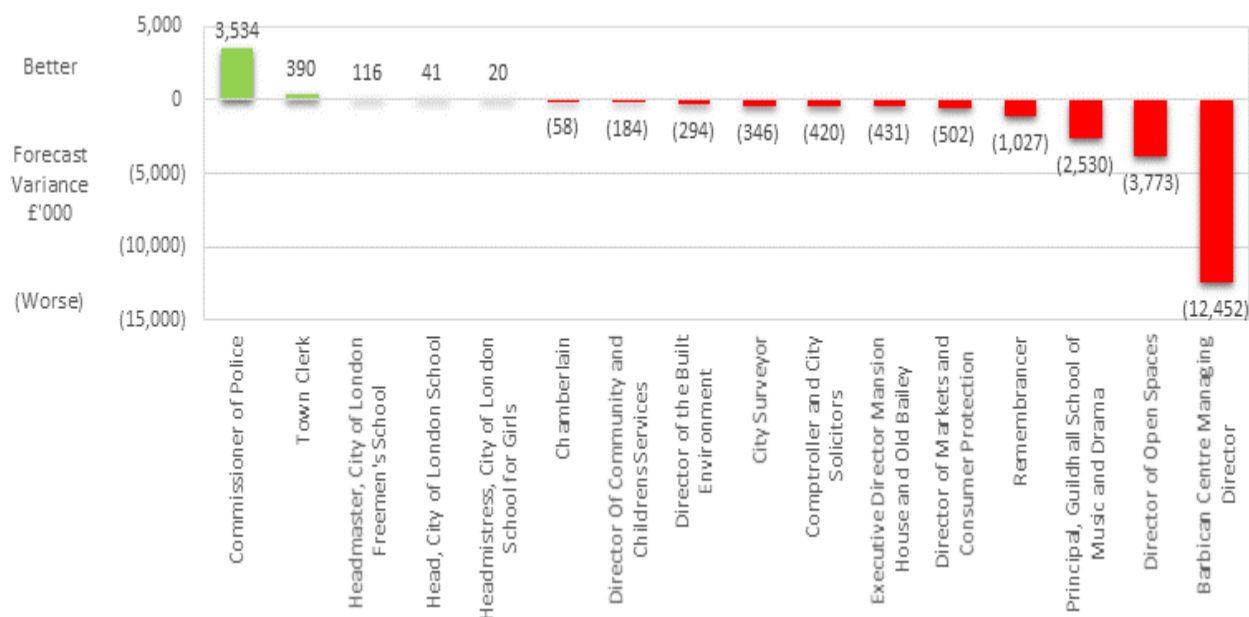
- Collaborative bilateral meetings between the Chamberlain and Chief Officers took place resulting in a common understanding of the need for continued tight budgeting;
- Member bilaterals (Chair/Deputy Chairman of RA Sub) with some Service Committee Chairmen and Chief Officers.
- A review of the Cyclical Works Programme (CWP) with the City Surveyor as unlikely to complete a significant amount of work in year due to suspension during the lockdown period; and
- Seeking government funding where possible through compensation on lost fees and charges of 75p in the pound on City Fund income.

Current Position

3. Despite the mitigating actions being taken, we face, as a result of COVID-19, a major challenge to the health of our finances. The forecast deficit at the end of July currently stood at (£28.4m) across the funds before government compensation for income lost from fees and charges. The breakdown by fund across both central and local risk is (£16.8m) City Fund, (£7.0m) City's Cash and (£4.6m) Bridge House Estates.
4. For Chief officers' cash limited budgets, a year-end forecast over spend of (£17.9m) is forecast against a budget of (£247.9m) (7.2%).
5. The table below shows the high-level year end forecast position for Chief Officer's local risk budgets by fund:

£'000	Original budget 2020/21	Latest budget 202/21 (including carry forwards)	Forecast as at end of July	Variance
City Fund (CF) (excl. Police)	(72,503)	(74,668)	(87,919)	(13,251)
City's Cash (CC)	(43,679)	(43,967)	(48,206)	(4,239)
Bridge House Estates (BHE)	(6,186)	(6,186)	(8,741)	(2,555)
Guildhall Administration (GA)	(37,938)	(38,206)	(39,611)	(1,405)
Total (excluding Police)	(160,306)	(163,027)	(184,477)	(21,450)
Police	(84,884)	(84,884)	(81,350)	3,534
Grand Total	(245,190)	(247,911)	(265,827)	(17,916)

6. The forecast position comprises a reduction in income of (£39.2m) on an income budget of £294m, partially offset by an underspend of £21.3m on budgeted expenditure of (£542.1m); demonstrating the action taken by Chief Officers to reduce expenditure to limit the impact as far as possible of reductions in income.
7. Chief Officers' variances against net local risk budgets are shown in the chart below. The detailed breakdown by Chief Officer by Fund is shown at Appendix 1.



8. The most heavily impacted is the Barbican Centre; forecasting an overall overspend of (£12.5m) at year end. This comprises a shortfall of (£22.0m) on income due to the centre being closed, and limited activity being forecast for the remainder of the financial year due to social distancing measures. Expenditure has however, been reduced by £9.6m due to activity reductions and a hold on all non-essential expenditure. **It is proposed to reset the budget envelope from (£17,389) to (£29,841)**

9. Open Spaces is forecasting an overspend of (£3.7m) broken down as follows: -
 - (£3.1m) BHE due to income shortfalls relation to Tower Bridge. It is proposed that the Tower Bridge shortfall is covered by a reduction in transfer to BHE reserves at year end.
 - (£858k) City's Cash forecast income deficit on City's Cash. Following a Senior Member lead bilateral meeting with the Director of Open Spaces and the Chamberlain, and subsequent discussion at Resource Allocation Sub Committee on 18th September it, was concluded that there was scope to reduce expenditure and increase income further at Epping Forest. **it is therefore proposed to reduce the Open Spaces budget adjustment by £400K and reset the latest approved budget from (£11,852) to (£12,310) to cover the Monument income shortfall of £392K; the balance of £66K for income shortfalls at other Open Spaces** It is recognised that there is pressure on Epping Forest budgets which we will

continue to focus on, with an understanding this might lead to a year end overspend.

- £148k City Fund forecast under spend of £148K is due to additional income from the City of London Cemetery activity. **It is proposed to rest this budget from £564k to £712k to be utilised towards the additional costs to City Fund.**
10. GSMD is forecast to be (£2.5m) worse than budget reflecting lost income from short courses, letting student accommodation and space to external providers during summer term, removing bar and catering income and reduced fees from under-18 provision. Further losses may arise depending on the number of students returning for the new academic year. In addition, GSMD will incur additional costs for space, equipment and staffing to support socially distanced onsite as well as online teaching. The City is a joint funder with the Office for Students and there is an agreement not to reduce the City's contribution to continue to secure Higher Education Statistics Agency (HESA) Funding. It is anticipated that GSMD continue to call on their reserves; the same approach as for the City's Independent Schools (see paragraph 19).
 11. Remembrancer has a forecast deficit due to loss in income of (£1.0m) due to no private event hire taking place at Guildhall since the start of the financial year. Three of the four most lucrative months in the year - May, June, September and November - will achieve nil or very nearly nil income. **It is proposed to reset the budget from £274k to (£810k) to cover the loss of income.**
 12. The Director of Markets and Consumer Protection is forecasting an overspend of (£502k), mainly on City Fund activity (£457K) due to increased costs at the Ports in preparation for Brexit and loss of income at the Animal Reception Centre. The balance on City's Cash relates to lost income from car parking charges at Billingsgate and Smithfield Markets. **It is proposed to reset City Fund budget from (£2,240k) to (£2,697k) to cover the income deficit.**
 13. Mansion House and Old Bailey forecast overspend of (£431K) includes recovery of an overspend of (£248K) from 2019/20. At the bilateral meeting with the Executive Director further expenditure savings were discussed, **therefore no budget reset is proposed at this time.**
 14. The Comptroller and City Solicitor is forecasting an external income deficit of (£420K) due to a lack of property deals. **It is proposed to reset the budget from (£845k) to (£1,265k) to cover the income shortfall.**
 15. The City Surveyor is forecasting a net overspend across the funds of (£346K), this includes a carry forward of (£320K) from 2019/20. **It is not proposed to reset the budget for 2020/21 at this time.**
 16. The Director of the Built Environment (DBE) forecast an overspend of (£310K), mainly relates to a forecast income shortfall of (£2.5m), most significantly within off-street parking, traffic management, public conveniences, drains & sewers and building control services. However, expenditure reductions of some £2.3m through

reduction in highways repairs and maintenance, early removal of Automated public conveniences and contract savings have reduced the impact considerably. **It is proposed to reset the budget from (£20,243K) to (£20,553K) to cover the net deficit.**

17. The Director of Community and Children's services is forecasting an overspend of (£184K), the largest pressure is on rough sleepers and homelessness budget due to COVID-19, at an estimated cost of (£1.4m) until 31st March 2021. The majority of the extra costs are being absorbed by a current underspend on adults/older people social care. Income levels are estimated to be around 30% once services reopen. **It is proposed to reset the Director's budget from (£12,791K) to (£12,975K) to address the shortfall.**
18. The Chamberlain is forecasting a net overspend across the funds of (£58K). This is due to various additional essential unbudgeted expenditure, including additional staff resource for essential financial modelling work. There is also income loss in Freedom ceremonies due to the COVID 19 pandemic. **It is not proposed to reset the Chamberlain's budget at this time.**
19. The Independent Schools are managing within their reserves as shown by their breakeven position. No budget resets are therefore proposed.
20. The Town Clerks overall forecast position is a net underspend of £350K. However, this includes additional P&R income of £990k expected in relation to COVID related grants to reimburse expenditure for works undertaken by the Strategic COVID Group, which is offset by income shortfalls in Cultural Heritage. **It is not proposed, therefore, to reset the Town Clerk's budgets.**
21. The Commissioner of Police is currently forecasting an underspend of £3.5m. It is proposed to continue to monitor the Police position, recognising that any underspend will be directed to repayment of the Action Fraud loan to the City Corporation.

Proposals

22. It is proposed that Finance Committee Members recommend to the Court of Council that local risk budgets are reset for the following departments as summarised in the table below: -

£'000

Department	From	To	(Increase) /Reduction	Fund
Barbican Centre	(17,389)	(29,841)	(12,452)	CF
Open Spaces	(11,852)	(12,310)	(458)	CC
Open Spaces	564	712	148	CF
Remembrancer	274	(810)	(1,084)	GA
Markets & Consumer Protection	(2,240)	(2,697)	(457)	CF
Comptroller & City Solicitor	(845)	(1,265)	(420)	GA
DBE	(20,243)	(20,553)	(310)	CF
Community & Children's services	(12,791)	(12,975)	(184)	CF
Total	(64,522)	(79,739)	(15,217)	

23. Where Chief Officers local risk budgets are not recommended for adjustment, but significant efforts have been made to mitigate the position/deliver savings, it is proposed discussions take place at year end regarding handling of any overspend positions.
24. Our current estimates indicate support from the Government for lost fees and charges on City Fund income could be in the region of £13.6m. The first claim from April until end of July was submitted at the end of September. The income recovered will be used to offset the appropriate budget adjustments proposed.
25. It is also proposed to continue with the current recruitment constraint, including the use of Consultants, aligned to the rollout of the Target Operating Model to secure further savings by the end of the financial year.
26. Further savings will also continue to be explored with departments to reduce the overall impact on the reserves position.
27. The budget in the Medium-Term Financial Plan (MTFP) for the CWP in 2020/21 is £22.8m. The latest forecast estimate for works anticipated to be completed is £10.7m. A report is being prepared by the City Surveyor outlining proposals for a revised annual programme from 2021/22.

Financial Implications

28. The overall 2020/21 City Fund starting position would have added £27.3m to reserves to contribute to the future financing of the major projects.
29. The proposed COVID adjustments to Chief Officers local risk budgets total £15.2m (£14m City Fund and £1.2m City's Cash). The £14m City Fund adjustment can be

met by scaling back the addition to the major projects reserve to £13.3m. The City Cash adjustment of £1.2m can be funded but will impact the net asset position.

Conclusion

30. Despite the mitigating actions being taken, we face, as a result of COVID-19, a major challenge to the health of our finances. Proposals to reset budgets for Chief Officers most impacted by loss of local risk income will provide realistic budgets for them to be held to.

Appendices

- Appendix 1 – Chief Officers local risk end of year forecast at end of July 2020 by fund

Background Papers

- Briefing 2 – Financial impact of COVID 19 – Finance Committee 19 May 2020
- Resetting of Budgets 2020/21 – Resource Allocation Sub Committee 18 September 2020.

Julie Smith

Acting Deputy Director of Financial Services

T: 07714637088

E: Julie.smith@cityoflondon.gov.uk

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Committees: Corporate Projects Board <i>[for decision]</i> Streets & Walkways Sub <i>[for decision]</i> Projects Sub <i>[for decision]</i> Open Spaces and City Gardens <i>[for information]</i>	Dates: 11 November 2020 01 December 2020 17 December 2020 01 December 2020
Subject: St Alphage Gardens Enhancement Unique Project Identifier: 10855	Gateway 6: Outcome Report Regular
Report of: Director of the Built Environment Report Author: Andrea Moravicova	For Decision

Summary

1. Status update	Project Description: The project has delivered public realm enhancements to the gardens and a newly created space surrounding the London Wall Place development. The upper garden features a significantly increased amount of seating, new lighting and additional planting, while access to the lower garden has been improved through the construction of a new staircase. Connections have also been made to the privately-owned public spaces in Salter’s Hall Gardens and London Wall Place. Construction works were substantially completed in May 2019, with snagging works taking place between June and December 2019. RAG Status: Green (same at last Gateway) Risk Status: Low (same at last Gateway) Costed Risk Provision Utilised: N/A Final Outturn Cost: £1,172,778
2. Next steps and requested decisions	Requested Decisions: <ul style="list-style-type: none"> • approve the content of this outcome report, and • agree to close this project.
3. Key conclusions	The project was completed within budget but experienced delays which affected the completion date (more detail in section 9 below). The project has delivered on its main objectives as follows: <ul style="list-style-type: none"> • Access to both the upper and lower gardens was enhanced. A significant increase in the use of the area has been observed since the area opened to public.

	<ul style="list-style-type: none"> • The improvements, including extension of the upper garden and provision of larger seating area and space to accommodate wheelchair users, complement the publicly accessible landscaped spaces of the London Wall Place development. • New feature lighting, a paving design that incorporates the footprint of the former Church of St Alphage, and interpretation panels with information about the history of London Wall and the Church, all improve the setting of the Scheduled Ancient Monument. <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> • Close co-ordination and engagement with stakeholders and project teams enables smooth project delivery. • Working within a Scheduled Ancient Monument area and / or in conservation area requires programme / timescales to account for potential materialisation of risks. • Early engagement with implementation and Business As Usual (BAU) teams reduces the risk of issues arising during and after construction.
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Main Report

Design & Delivery Review

4. Design into delivery	<p>The design was developed to tie in seamlessly with the privately-owned public spaces around the London Wall Place development. A number of complex elements required specialist design elements, including working around a Scheduled Ancient Monument and replacing structural features. External advice was obtained to assist with the design and delivery of these elements; whilst this reduced the associated risk it did not eliminate it and a number of issues arose during the construction phase which could have been avoided. More discussion on this aspect is contained in section 15 below.</p>
5. Options appraisal	<p>Two design options were considered at Gateway 4. The chosen option met the objectives of the project. The open design and extension of the gardens into the redundant carriageway in St Alphage Garden (street) provides functional spaces with the historic London Wall as the backdrop and contributes to a better pedestrian connectivity in the area.</p> <p>A number of minor changes were made to the design during implementation. These mainly related to practical measures on site and did not materially affect the scope of the project, although in some cases did add time to the programme. The main such change was to the design of the structural staircase connecting the lower garden which needed to be amended after uncovering the Roman House foundations.</p>

<p>6. Procurement route</p>	<ul style="list-style-type: none"> • Consultancy services were acquired through a competitive tender process to: progress a landscape design and lighting strategy; undertake a structural assessment and proposal for a new staircase and wall to the lower garden area; and to establish the most likely location and form of the former Church of St Alphage. • The construction package was prepared inhouse by the Highway Engineer and work on site undertaken by the City's term contractor. A specialist contractor was appointed to construct the structural staircase – the staircase was successfully installed but the methodology was more complex than anticipated, requiring amendments to be made on site during installation. • All soft landscaping was delivered by the City's Open Spaces team.
<p>7. Skills base</p>	<ul style="list-style-type: none"> • The project team has the skills, knowledge and experience to manage delivery of this and similar future projects. • Specialist archaeological and landscape consultants were appointed to progress designs sympathetic to and enhancing the historically important features within the gardens, including incorporation of references to churchyard and showcasing the remains of the Roman Wall, thereby adding value to the finished project. • Structural engineers were also engaged in the process.
<p>8. Stakeholders</p>	<ul style="list-style-type: none"> • The project was delivered in close liaison with the developer and stakeholders to ensure the proposals meet their needs. • Comments from the public consultation were considered during the development and delivery of the project. • Regular updates were provided to all interested parties throughout the project.

Variation Review

<p>9. Assessment of project against key milestones</p>	<p>The construction programme was affected by risks that have materialised, including delayed site release from the developer and additional archaeological monitoring required when working in Upper Garden.</p> <p>Gateway 5 – February 2017, with construction proposed to start in May 2017 and to complete in January 2018.</p> <p>Construction works start – February 2018 (slippage of approximately eight months due to late handover of the site from the developer)</p> <p>Construction works complete – May 2019 (further slippage of approximately six months due to additional archaeological remains being discovered, complexities with the structural staircase, constrained working areas and incorrect materials supplied to site)</p>
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<p>10. Assessment of project against Scope</p>	<p>The project's scope remained unchanged and is summarised below:</p> <ul style="list-style-type: none"> • Servicing requirements for 2 London Wall Place and maintenance access were accommodated within the design. • Pedestrian connections between the garden and the surrounding publicly accessible areas were improved, with part of the carriageway redesigned to accommodate additional seating. • A new staircase to the lower garden was constructed to improve access. • The areas in and around the gardens remain sympathetic to the setting of the ancient monument. • The quality of the gardens is consistent with the high-quality landscape of the development.
<p>11. Risks and issues</p>	<p>Several identified risks materialised during the construction phase affecting the overall programme:</p> <ul style="list-style-type: none"> • Delay in the handover of the site at the start of the programme, causing slippage of approximately eight months. • Changes to the structural design of the steps required after uncovering the Roman House foundations. • Additional archaeological monitoring on-site and the associated planning permissions to approve treatment of found archaeology were required, before proceeding with the works.

Value Review

<p>12. Budget</p>	<p>The cost estimate for Gateway 2 was not defined as it originally fell within a wider programme associated with the London Wall Place development. These works were formally incorporated as a separate project at Gateway 4.</p> <p>The project was funded in its entirety through the Section 106 Agreement associated with the London Wall Place development.</p> <table border="1" data-bbox="491 1563 1366 1644"> <tr> <td><i>Estimated Outturn Cost (G5)</i></td> <td>Estimated cost (excluding risk): £1,202,744</td> </tr> </table> <table border="1" data-bbox="491 1682 1382 1986"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td>£122,981</td> <td>£120,180</td> </tr> <tr> <td><i>Staff Costs</i></td> <td>£270,850</td> <td>£269,557</td> </tr> <tr> <td><i>Works</i></td> <td>£783,913</td> <td>£758,041</td> </tr> <tr> <td><i>Commuted maintenance</i></td> <td>£25,000</td> <td>£25,000</td> </tr> <tr> <td><i>Total</i></td> <td>£1,202,744</td> <td>£1,172,778</td> </tr> </tbody> </table> <p>The final account for this project has been verified.</p>	<i>Estimated Outturn Cost (G5)</i>	Estimated cost (excluding risk): £1,202,744		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£122,981	£120,180	<i>Staff Costs</i>	£270,850	£269,557	<i>Works</i>	£783,913	£758,041	<i>Commuted maintenance</i>	£25,000	£25,000	<i>Total</i>	£1,202,744	£1,172,778
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<i>Total</i>	£1,202,744	£1,172,778																			

13. Key benefits realised	The enhancements to the area of St Alphage Gardens improved pedestrian amenity and provided a functional open space for people to enjoy, whilst accommodating the servicing requirements of the London Wall Place development.
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Lessons Learned and Recommendations

14. Positive reflections	<ul style="list-style-type: none"> • Strong co-ordination and engagement with key stakeholders were key to developing designs and delivering this project. • Early engagement with the City’s historic environment team, Historic England and the Church allowed the project team to develop designs that complement the scheduled ancient monument. • Smooth transition to Business as Usual (BAU) as the representatives of departments, responsible for BAU activities were included within the project team.
15. Improvement reflections	<ul style="list-style-type: none"> • More thorough contribution from specialists / technical staff, including highway engineer and open spaces team, will be sought when preparing consultants briefs in future to ensure the brief is as accurate as possible. • Preliminary archaeological investigation of the area during the design stage can pre-empt the need for archaeological watching brief and enables inclusion of the time needed within programming.
16. Sharing best practice	Information will be disseminated through team and project staff briefings.

Appendices

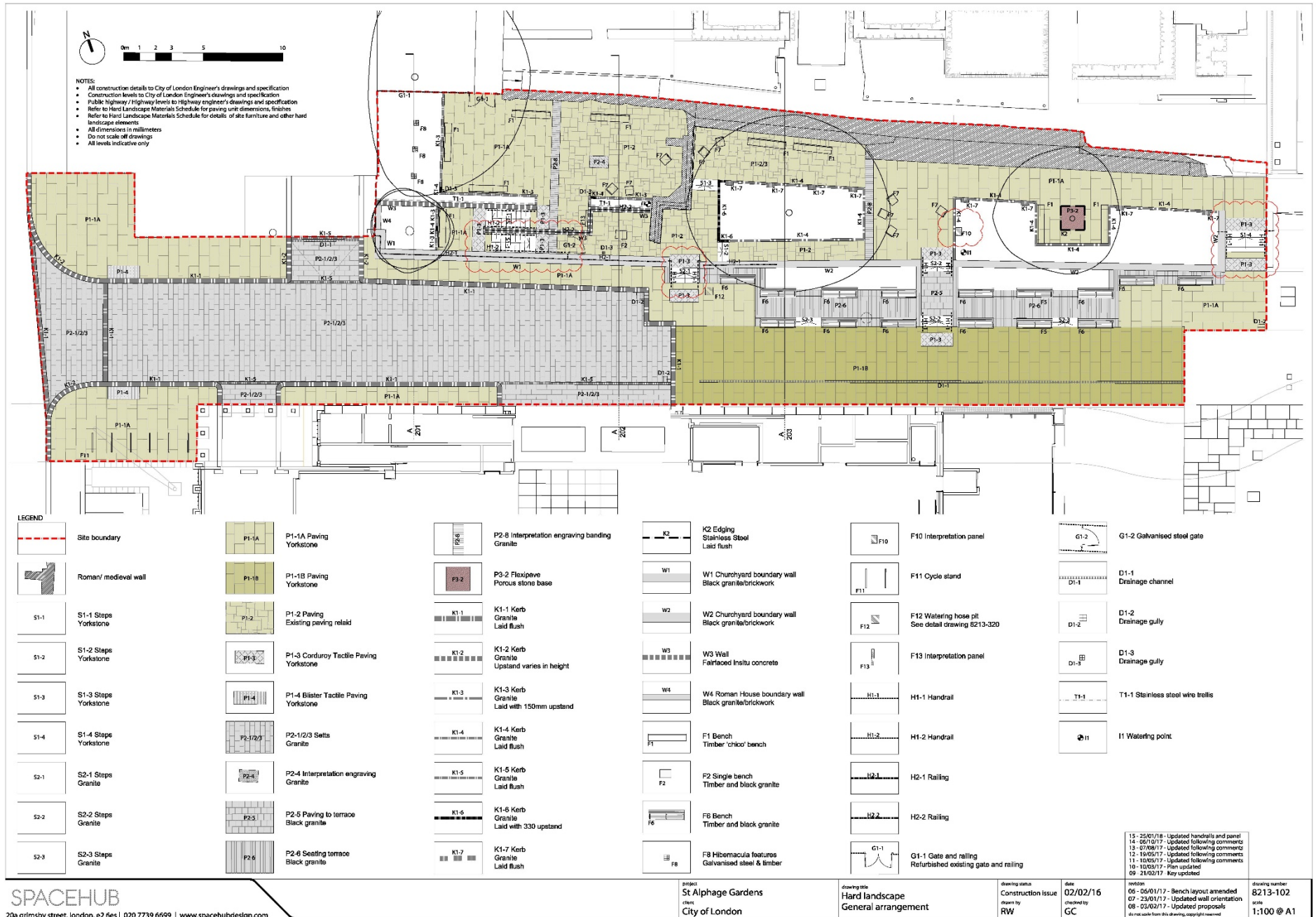
Appendix 1	Plan
Appendix 2	Before and after photos

Contact

Report Author	Andrea Moravicova
Email Address	andrea.moravicova@cityoflondon.gov.uk
Telephone Number	020 7332 3925

Appendix 1

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Appendix 2



St Alphege Gardens before



Use of the gardens increased significantly after it re-opened to public in summer 2019.

Appendix 2



Image courtesy of Spacehub



The project transformed this area into a fit-for-purpose, high quality landscape, capitalising on the wider network of green infrastructure being delivered through the development and providing an appropriate setting for the historic London Wall.

Image courtesy of Spacehub

Appendix 2



Text engraved into coping stones and paving as well as feature paving stone demarcate the likely footprint of the former Church of St Alphage.

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Committee:		Date(s):
Open Spaces and City Gardens Committee	For Information	
West Ham Park Committee	For Information	
Subject:		Public
Planning White Paper		
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?		2, 3, 4, 11, 12
Does this proposal require extra revenue and/or capital spending?		No
Report of:		For Information
Remembrancer and Director of Open Spaces		
Report Author		
Philip Saunders, Parliamentary Affairs Counsel		
Summary		
<p>Overall reform of the planning system and the protection of green and open spaces are the two themes within the scope of the Government's Planning White Paper, 'Planning for the Future'.</p> <p>The White Paper proposes the creation of three land classifications. 'Growth' areas where land will be deemed suitable for substantial development; 'Renewal' areas suitable for some development; and 'Protected' areas, which will be subject to strict rules on development.</p> <p>The City Corporation's historic development has resulted in it being responsible for the protection and management of almost 11,000 acres of important open space across London and the Home Counties, including ancient woodland, Epping Forest Special Area of Conservation (SAC) and Burnham Beeches SAC and Sites of Special Scientific Interest (SSSI). Hampstead Heath is designated as Metropolitan Open Land (MOL).</p>		

The Square Mile has approximately 200 small park and garden areas, churchyards and landscaped sites. The plant and animal life enhances the local environment and contributes to the City being a welcoming place to live and work.

A City Corporation response has been submitted to the White Paper, in consultation with the Director of Open Spaces. This Report follows the points made in that submission, a copy of which is annexed. The submission has been made subject to any further observations which members of this and the other committees dealing with open spaces might wish to make.

Recommendation

The Committee is invited to note the contents of this report and to consider whether any additional observations should be made to the response to the White Paper.

Main Report

Background

1. The White Paper was introduced by the Prime Minister as the most "radical" set of planning reform proposals since the Second World War. The promotion of design concepts to promote "building beautiful" attracted most attention.
2. Under the proposals, which are dominated by changes to the house-building system, land will be classified as 'Growth', 'Renewal' or 'Protected'. Growth areas will be regarded as suitable for substantial development, and where outline approval for development would be automatically secured for forms and types of development specified in the Local Plan. Renewal areas would be suitable for some development, which the White Paper exemplifies as "gentle densification". Protected areas would be framed so as to protect green, open and heritage areas.

3. Much of the rationale underpinning the White Paper is concerned with increasing housing supply. Arising from findings by the Building Better, Building Beautiful Commission, that often buildings are of low quality and considered ugly, some effort at amelioration is contained in the concept of 'building beautifully', which was to have been championed on the Government's behalf by Professor Sir Roger Scruton. Nicholas Boys Smith of the think tank Create Streets took on the project following Sir Roger's death.
4. The White Paper indicates that there will be further consultation on environmental protections.
5. The proposals are of interest to the City Corporation as guardian of green spaces and as a local planning authority.

Political Commentary

6. Secretary of State for Housing, Communities and Local Government Robert Jenrick described the White Paper as intended to "support the delivery of the number of homes we need as a country, but homes that local people want to live in, with more beautiful, safer and greener communities". If implemented, the proposals would result in a "dramatically accelerated planning system", he said. He warned planning authorities that his Department would "intervene" if Local Plans were not in place by December 2023. Minister Chris Pincher insisted the proposals put "the creation of beautiful places at the heart of national planning policy, encouraging greater use of design codes based on what people want to see in their area, supporting local authorities and directing Homes England to help deliver that".
7. Labour's John Healy agreed the planning system was in need of reform but described the Government's approach as a "threat to give big developers a freer hand to do what they want, ignoring quality, affordability and sustainability". Matt Western (Lab) described the proposals as "a developers' charter, giving them

sweeping power to build poor-quality homes and, importantly, avoid commitments to build truly affordable social rented homes". Chair of the MCHLG committee, Clive Betts (Lab) welcomed the consultation as an overdue examination of the planning system.

The White Paper

8. The City Corporation cares for green spaces such as Hampstead Heath which are of considerable historical, cultural and ecological significance, noted most recently in Forestry Commission's London Tree and Woodland Awards, and sites of international importance, including Epping Forest Special Area of Conservation (SAC) and Burnham Beeches SAC and Sites of Special Scientific Interest (SSSI).
9. The White Paper propositions substantial changes to planning rules. Of interest to your Committee is the creation of a category of land that would be subject to "more stringent development controls" due to particular environmental and cultural characteristics, defined as 'Protected' land.
10. Areas to be regarded as Protected are not described in detail and no definition is provided. Instead, the White Paper gives examples, including Green Belt, Areas of Outstanding Natural Beauty, Conservation Areas, Local Wildlife Sites, "important areas of green space" and gardens, in line with existing policy in the National Planning Policy Framework. The proposals indicate gardens could fall within the Protected classification, alongside "important areas of green space environmental and/or cultural characteristics". The proposals would allow Protected areas to be defined nationally and locally. Local Plans would indicate such areas. Many City green spaces are within the scope of the examples of areas proposed to be designated as Protected land. Because of the wide framing of the examples set out in the White Paper, it seems likely that other areas, such as Hampstead Heath and SSSIs, are likely to be encompassed by the proposals but the position is not entirely clear.

12. Relevant to the City Corporation's guardianship of green and open spaces, therefore, the submission highlighted the following matters

- a. The nature and extend of the City's guardianship of green and open spaces, paragraphs 2-6, 15 of the White Paper response
- b. If the proposals on land designation are adopted, the examples of the Protected classification should be expressly extended to include SSSIs, SACs, MOL and Special Protection Areas (SPAs), paragraphs 14, 18-19, 20-21, 25-26
- c. The importance of buffer lands, for example at Epping and Burnham, as means to guard against encroachment, paragraph 16
- d. The Government should make provision for existing protections for green and open spaces to be automatically carried over to the proposed Protected areas, so as to avoid any attrition on such areas during the transition to the new arrangements, in paragraphs 17, 24-26
- e. The importance of protecting MOL in the context of proposals to set local housing allocations at a national level, in paragraphs 22-23
- f. The importance of ancient woodlands and local wildlife sites, paragraphs 24-25
- g. That the proposed housing formula should recognise constraints on building, such as in the case of green spaces, in paragraph 27
- h. That further consultation will be required regarding the development of further guidance on conserving heritage assets, which should involve Historic England, other heritage organisations and Local Planning authorities, in paragraph 75.

Conclusion

13. Officers will continue to find and create opportunities for pressing the interests of City Corporation green spaces, including select committee inquiries. Further committee Reports will be presented as required.

14. Site-specific committees will receive reports tailored to their interests. The planning aspects of the White Paper have been reported separately.

Philip Saunders

Parliamentary Affairs Counsel

Philip.saunders@cityoflondon.gov.uk

ANNEX

The Planning White Paper “Planning for the Future”

Response from the City of London Corporation
Submitted by the Office of the City Remembrancer

Introduction and Background

1. This consultation response firstly explores the White Paper's proposals regarding green spaces and the Protected designation and, secondly, sets out the City Corporation's views on individual planning proposals. A summary of the City's key messages is contained in the conclusion.
2. The City Corporation's historic development has resulted in it being responsible for the protection and management, by charitable trust, of almost 11,000 acres of highly important open space. Within this acreage, the City Corporation manages one of the largest assemblages of ancient woodland under single care and looks after one of the largest groups of ancient trees.
3. This land is situated across London and the Home Counties; much of the land is outside the City Corporation's area.
4. The Square Mile has approximately 200 small park and garden areas, churchyards and landscaped sites. The plant and animal life enhances the local environment and contributes to the City being a welcoming place to live and work.
5. Among the spaces located outside of its geographic area, the City Corporation cares for green spaces that are of international importance and renown, including Epping Forest Special Area of Conservation (SAC) and Burnham Beeches SAC and Sites of Special Scientific Interest (SSSI). Hampstead Heath and other areas of considerable historical and cultural significance are designated as Metropolitan Open Land (MOL).
6. The City Corporation has, therefore, a central objective of protecting and conserving the ecology, biodiversity and heritage of its open spaces.
7. The City of London Corporation is the governing body for the 'Square Mile' and is the planning authority for the geographical square mile at the heart of the Capital. The City Corporation's role as Local Planning Authority, includes responsibilities for all aspects of land use planning, the preparation of the Local Plan, the determination of planning applications and the designation and operation of s106 planning obligations and the Community Infrastructure Levy.
8. The City of London is a globally important financial and business district, and as such is subject to distinctive planning considerations. The Government's drive to improve the supply of housing is laudable, but it is important to make sure that the White Paper's proposals do not inadvertently undermine the protections in place for commercial areas such as the City. The Square Mile has a particularly high scale and density of office-led development, required to sustain the critical mass of commercial activity which drives the City's success, and which makes a significant contribution to the UK's GDP. With this comes a need to exercise

careful control over the location of new residential development, in a way that may not be the case elsewhere. Such control is necessary in order to maintain the concentration of commercial premises and preserve redevelopment potential (which could otherwise be prejudiced by long residential tenancies).

9. The special considerations applying to the City are recognised in the planning framework. The City's Local Plan contains specific protection against the loss of suitable office space and resists residential development inappropriate to the City's commercial character. This approach was endorsed by the Planning Inspector appointed to consider the compatibility of the Local Plan with national policy. The London Plan, meanwhile, specifically acknowledges that the balance between homes and offices should be adapted "to sustain strategically important clusters of commercial activities such as those in the City of London" and that residential development is inappropriate in the commercial core of the City.
10. This does not mean that the City Corporation is unsympathetic to the need to deliver more housing. Indeed, the Corporation recognises housing as one of the most pressing issues facing London's economy. The planning considerations described above mean that most of the City Corporation's contribution will necessarily be made outside the boundaries of the City (whether on its social housing estates in neighbouring London boroughs or on other land). Limited housing development may be possible within the City, but only on smaller sites in carefully defined areas away from core commercial activity.
11. There is no reason why national planning policy cannot combine a general objective to promote housing with sensitivity to the particular needs of leading commercial districts such as the City. The consultation, however, over-concentrates on housing; more consideration should be given to other forms of development, for example, development necessary to support economic growth, social and community facilities, open and green space and mitigating and adapting to climate change. This approach requires careful drafting, with potential unintended consequences borne in mind and suitable flexibility incorporated where needed.

Pillar 1: Protected Areas and planning for development

Proposal 1: The role of land use plans should be simplified.

Protected Areas

12. The commitment recorded in the White Paper in relation to a further consultation on environmental protections is welcomed. The proposals in the present consultation affect environmental protection matters to such an extent, however, that the totality of the issues should be considered together, not separately.
13. The White Paper's proposal to create a Protected category of land is welcomed but must be placed in the context. In the last 40 years there has been a decline of

over 60% in native species. The abundance of important wildlife groups such as pollinating insects have fallen by similar percentages.

14. The City Corporation is particularly concerned, therefore, that the White Paper does not list all significant categories of green space as being within the Protected category. The proposals identify, for example, some nationally significant designations such as Green Belt (GB) as intended to be within the Protected category but fails to identify designations of some of the most important sites for nature conservation. For example, although the consultation refers to Sites of Special Scientific Interest (SSSIs) in relation to looking back on past achievements of the existing planning system, there is no explanation of the vital importance of these sites for the future. There is no reference to Special Areas of Conservation (SACs) or Special Protection Areas (SPAs) in the White Paper despite these sites forming the bedrock of biodiversity protection in the UK, granted the highest legal protection through the UK Habitats Regulations 2017 (as amended) and the Bern Convention (1979). The consultation seems not to take into account recent planning inspectorate decisions which emphasise that these protections are crucial to tackle the vulnerability, from nearby developments, of sites such as Epping Forest SAC.
15. The City Corporation protects two such internationally important sites at Burnham Beeches and Epping Forest and has invested significant time and resources in their enhancement and protection over more than a century. In Epping Forest, for example, the City Corporation protects more ancient trees than any other site in the UK. Together, the two sites protect over 80% of all ancient beech trees in the UK and are amongst the most important woodland sites of their kind in Europe.
16. As with the international sites at Epping and Burham, the City Corporation protects a number of SSSIs, and has enhanced their protection through on-site management over many decades. Where possible, in two crucial respects, the City goes further in its care for such sites. We aim to establish buffers around the sites so as to protect from encroachment and our approach seeks to link sites to wider areas of nature conservation value. These measures protect the sites and ensures they do not become isolated. Examples of these additional lands include ancient wood-pastures and chalk grasslands, threatened habitats vulnerable to isolation and attritional losses from the impacts of urbanisation along their boundaries.
17. The issue of networks of open spaces is of vital importance for nature conservation and biodiversity yet is not discussed in the White Paper. While the White Paper references to environmental recovery and long-term sustainability are welcome, there are no proposals to halt and reverse the fragmentation of green spaces, the unprecedented losses of wildlife and green space. There is a danger that the division of the UK into Growth, Renewal and Protected zones could further divide and fragment wildlife sites.
18. One of the most important omissions in the White Paper is Metropolitan Open Land (MOL). MOLs are crucial to biodiversity and wellbeing in urban and suburban areas, they provide green space for leisure as well as environmental benefits. Hampstead Heath, for example, is cared for by the City of London

Corporation and is almost entirely designated as MOL. While the consultation appears to envisage the Protected category would include MOL as being within 'important areas of green space environmental and/or cultural characteristics', the lack of clarity could lead to unnecessary doubt and pose a real threat to the integrity of areas designated as MOL.

19. The consultation may be silent on MOL because of an implicit recognition that the safeguards presently associated with Green Belt apply, in broad terms, to MOL. The importance of MOL is sufficiently substantial, however, that its inclusion within the Protected designation should be specifically clarified at the earliest possible stage.
20. A further reason why it is important to identify MOL as within the scope of Protected areas is because designation as MOL is rooted in Local and Regional Plans, and has historically been a London policy designation, reflecting the importance of large open spaces within London for the provision of recreation, and nature conservation.
21. Specific MOL designation is also important to ensure protection in those instances where particular open spaces which merit protection straddle Borough boundaries (as is the case with the wider area of The Heath).
22. The importance of inclusion of MOL within the Protected designation takes on added significance when considered in the context of the proposals to change the way in which housing allocations and obligations may be configured. As explained in subsequent paragraphs, if the proposals in relation to housing were to be brought into effect, unchanged, authorities could come under substantial pressure to build on all land not specifically identified as Protected. This could cause substantial harm to local environments in urban and suburban areas.
23. Further, the lack of specific inclusion of MOL within the scope of the Protected designation leaves open a high degree of qualitative assessment of open spaces at a local level. Authorities may come under severe pressure to re-assess areas of MOL so as to release land to comply with the way in which the White Paper envisages house building obligations will be set in the future.
24. Of substantial concern to the City Corporation is the omission of reference to ancient woodlands and ancient trees outside woodlands. These, by their very nature, are irreplaceable habitats and ancient trees outside woodland are also vulnerable as they would not fit easily into framework proposed in the White Paper of strict area zoning. Care must be taken to ensure the proposed changes in this White Paper do not undermine the recent strengthening of protection afforded by the updated National Planning Policy Framework. Ancient woods and trees also require buffering by Protected land around their current boundaries.
25. The inclusion of Local Wildlife Sites (also known as SINCs) within the examples of Protected places is welcome. These sites are, however, currently non-statutory designations set out in Local Plans. Local Wildlife Sites could be at risk of development as a result of pressure on land generated by the way in which the proposals envisage house building allocations would be set in the future. The

Government should clarify what measures it will take to preserve the designation of such sites during the change from current protections to Protected area status. Consideration should be given to automatically designating Local Wildlife Sites, and similar, as Protected areas, without the need for any local re-assessment, change in designation or attribution in a Local Plan.

26. Many green spaces do not carry a statutory or nationally protected designation. Despite the lack of designation, such spaces are likely to have substantial historical importance and high value locally. Examples include gardens and greens maintained by local authorities. Certain places may be identified as having local Conservation Area status in Local Plans – but these are potentially vulnerable to being left out of the proposals in the White Paper. It is acknowledged that the consultation states that protection can be offered in the National Planning Policy Framework but, as set out under in response to ‘proposal 2’, the weight proposed to be given to NPPF remains open to doubt. At this level of planning arrangements, much needed protection would be given to gardens, greens and similar spaces, where they have no alternative safeguard, if those categories benefited from an enhanced level of protection, perhaps modelled on the statutory framework applicable to other open spaces.
27. The indication, at a ministerial level, that the housing formula would be revised to recognise existing constraints on building (such as Green Belt designation) is to be welcomed. The housing formula should be framed as guidance, so that it can be interpreted locally, rather than as a prescription. For instance, the proposals should go further and, as a minimum, factor in protections for buffer land which are protective of and adjacent to SAC and SSSI sites. This approach would be in line with the White Paper’s desire to simplify and rationalise the approach to planning. By offering authorities comprehensive guidance on development exclusions zones around SACs and SSSIs, a clear minimum standard would be established for authorities to follow.

Planning for Development

28. Allocating land to one of 3 designations (Growth, Renewal, Protected) in a central urban area such as the City of London, where there are multiple, overlapping planning, heritage and environmental designations, often on individual sites, is likely to present substantial problems. The proposed simplification of land use allocation is particularly unsuited to areas with complex heritage and other constraints. It seems likely that most urban and rural areas will face the same difficulties.
29. Applying the White Paper’s proposals to the City of London, for example, would require a site by site analysis to determine the appropriate land use designation. The City’s complex framework including 27 conservation areas, over 600 listed buildings and strategic and local views protection policies, mean that land allocation is likely to be a complex and time-consuming process. Even those parts of the City that have seen significant development in recent years, such as the City Cluster of tall buildings, have a complex pattern of heritage and other

constraints and the proposals would not be sufficiently sophisticated or flexible enough to meet the needs of such areas.

30. The greater certainty of development attached, for example, to a Growth or Renewal area designation would require a close assessment of the capacity for development and the detailed design of developments on individual sites at the Local Plan stage, which would effectively move some of the role of a private developer onto a public planning authority. Whilst this would give some certainty to developers, it would also limit their capacity for innovation in the form, layout and design of development, resulting in a more uniform character across an area. This seems to run counter to overall policy intentions as set out in the White Paper.
31. The City Corporation supports continuous improvement in planning and considers that the current discretionary approach should continue. The City takes a positive approach to planning and already works closely with developers. One example of the importance of retaining flexibility is when planning issues arise on or close to planning authority boundaries, or where a single parcel of land spans two or more authority areas. In such cases, where development in authority A's area is close to authority B's area, it may have greater consequences for the area of authority B. Only by retaining some flexibility at a local level can such complex issues be resolved. An approach that would achieve the Government's desired simplification whilst retaining local discretion would be to attach greater weight to Local Plan policies in the determination of applications and place greater emphasis on comprehensive engagement with residents, businesses and developers at the plan preparation stage.
32. The consultation does not set out any proposals about Local Plans at the level of strategic plan-making, such as the preparation of the London Plan. For example, how would a strategic plan designate Renewal or Protected Areas? Will such designations depend on local interpretation of land use and opportunities? Whilst there may be a case for strategic designation of Growth Areas, such as Old Oak Park in London, or urban extensions, the proposals do not seem to address the interaction between strategic and local designation of sites.

Proposal 2: Development management policies established at national scale and an altered role for Local Plans

33. There is a degree of overlap between national policy, strategic regional level plans such as the London Plan, and local policy. This overlap may result in duplication and might lead to confusion and dispute. Clarification of the roles and responsibilities at each level is therefore needed.
34. One feature that may require further attention is that, at present, the NPPF is a 'material consideration' but does not carry the same statutory weight as an adopted planning policy. Although not explicitly set out in the consultation document, the White Paper appears to change the status of the NPPF and make it part of the statutory policy for an area. The status of NPPF should not be changed to make it statutory. If, however, the NPPF is to be given statutory weight then amendments to the NPPF and national planning practice guidance

should be subject to a similar level of scrutiny as Local Plans, including the potential for examination in public. Without such scrutiny, the opportunity for local-level variation in response to local needs, a key feature of the current system, could be lost.

35. The concern that this proposal seeks to address could be answered without the need for fundamental reform. A possible solution would be, rather than relying upon a national set of development management policies, to simply re-state that Local Plans should not repeat national or strategic level policy.
36. A significant concern with the White Paper's proposals is that they envisage policy will be devised and set nationally. This cannot, however, reflect specific local circumstances, or the ambitions and aspirations of local people expressed through Local Plans. In any revised planning system, an option should be available for the local planning authority to reflect locally specific issues, even where these are not in alignment with national policy. Local interpretations would be subject to explanation in the Local Plan and accepted, if appropriate, by an Inspector through examination. In this regard, much of the rationale underpinning the White Paper is concerned with increasing housing supply and addressing housing shortages. It is accepted by planning inspectors and the Government that the geographical area of the City of London is a commercial centre of national and international importance, which is crucial to support UK wide economic growth. The City's exemption from national permitted development rights for the change of use of offices to residential exemplifies this commercial focus. To maintain this focus in the future, it will be important for the City Corporation to give priority to commercial office development, whilst making a contribution to meeting housing needs. This approach requires the ability to set policy locally and to not be constrained by a one-size-fits-all national policy.

Proposal 3: Local Plans should be subject to a single statutory 'sustainable development' test, replacing the existing tests of 'soundness'

37. Proposals to simplify the tests of soundness required for the Local Plan and to simplify some of the assessment processes underpinning Local Plan preparation are supported. A proposal for a mechanism for effective strategic planning across local authority boundaries is welcome. This mechanism already exists in larger urban areas, including London, where elected Mayors have responsibilities to prepare strategic planning guidance, including housing requirements. Prior to the creation of the regional assemblies, a series of joint authority working parties existed to consider cross boundary matters. These are both examples of mechanisms which can provide strategic planning. The White Paper refers to sharing of information as a means by which strategic planning can be delivered but no evidence is provided to support this view. It is unlikely that replacing the Duty to Co-operate and formal Statements of Common Ground with the sharing of information digitally will deliver effective cross boundary working or a strategic approach to planning.

38. The Sustainability Appraisal (SA) process should be retained as a key part of the local plan preparation and to provide checks to ensure that the most sustainable development options are pursued.
39. It is acknowledged that current practice in the preparation of SAs has become bureaucratic, requiring the production of long and detailed reports. A slimmed down and simplified approach which retains the essential requirements of the SA process would be welcome.
40. The reference to infrastructure planning is welcomed. This is critical to ensure that development produces high quality spaces and places for people to live and work. Greater clarity should be provided on how the proposed emphasis on data and data-driven insights would deliver improvements to the current approach to infrastructure planning. Data, on its own, does not deliver high quality outcomes, rather it is how that data is used and interpreted.

Proposal 4: A standard method for establishing housing requirement figures which ensures enough land is released in the areas where affordability is worst, to stop land supply being a barrier to enough homes being built.

41. The Government has consulted recently on changes to the Standard Method. The City Corporation responded to this consultation and raised concerns over the way that existing stock and affordability criteria are factored into the modelling.
42. The White Paper's approach would appear to build upon the current and separate consultation for changes to the Standard Method. The combined effect would seem to produce a method that would bind local planning authorities and remove local discretion over the setting of housing targets. Greater clarity should be provided on how the methodology will incorporate other land use constraints and the need to allow for non-housing uses. It is unclear how such uses will be taken into account and what weight they will be given.
43. The lack of clarity about the methodology gives rise to a further concern about how the primacy that is attached to commercial office development in the Square Mile, which supports the UK's national economic interests, will be incorporated. As a minimum, any nationally derived targets must be susceptible to local challenge to ensure that local priorities and local needs can be properly factored into the housing need consideration. A separate consultation should be arranged on the detail of the new methodology before it is introduced, so that the impacts are properly understood.
44. The City Corporation does not support the retention of the Housing Delivery Test. This Test is a backward-looking assessment of housing delivery over a 3 year period which does not address long term future trends. For areas such as the City of London, where housing delivery fluctuates from year to year within the context of meeting targets over a longer plan period, a focus on short term delivery gives an inaccurate picture of progress in meeting housing needs.

45. In this regard, an approach based on local determination of delivery, with weight attached to the national calculation, should be taken forward. The requirement for local planning authorities to justify departure from the national calculation would be retained but would allow for legitimate local constraints to be incorporated. The retention of a 5 year land supply requirement would provide greater certainty of housing delivery. A strictly nationally set scheme, which is binding on local planning authorities, would not be helpful to housing delivery and not allow for legitimate local circumstances and variation.

Proposal 5: Areas identified as Growth Areas would automatically be granted outline planning permission for the principle of development, while automatic approvals would also be available for pre-established development types in other areas suitable for building.

46. For smaller, largely urban sites, the granting of permission in principle through the Local Plan is not considered to be appropriate. In the City of London, for example, many sites have complex and overlapping planning designations which, although they do not prevent substantial development, do have a significant impact on the scale and form of development. Furthermore, detailed issues of transportation, access, freight and servicing have a significant impact on the type and scale of development that might be accommodated. It is difficult to see how these issues could be adequately resolved at a technical stage if permission in principle has already been granted through the Local Plan.

47. The proposed approach assumes that engagement and consultation on sites will take place at the plan-making stage, removing much of the need for detailed engagement at the application stage. Again, whilst this may be appropriate for very large sites, for smaller urban infill or redevelopment it is impossible for this early stage consultation to reflect potential local impacts which may not become apparent until detailed proposals are submitted. The many examples of such impacts include the effect on daylight and sunlight, freight access and servicing considerations. The ability for local communities and elected Members to engage with development proposals at the point of application should be retained.

48. Concerns over the speed of planning and decision making and the need to provide certainty to the development industry, as expressed in the consultation, could be achieved by reform to the present planning system so as to give greater weight to Local Plan allocations. If a site is allocated for a particular form of development in a Local Plan, or an area identified as suitable for a particular form of development, then there should be a general presumption in favour of that form of development, subject to compliance with other detailed provisions of the Local Plan. This would give greater certainty to developers, whilst also allowing for local policy considerations to be considered. The advantage of this approach is that it would facilitate local community engagement - and objection where the detail of a proposal would have adverse impacts on local environment and amenity. In effect this would be a strengthening of the current policy that planning applications should be determined in accordance with Local Plan provisions.

Proposal 6: Decision-making should be faster and more certain, with firm deadlines, and make greater use of digital technology

49. Moves to simplify and shorten the amount of information required to enable the determination of a planning application are welcomed. Greater standardisation of data requirements and formats and a simplification of current assessment requirements (such as for Environmental Impact Assessments) would be beneficial, subject to there being no weakening of the protections provided by such assessments.
50. The proposed 50 page limit should be replaced with an emphasis on shorter and more concise supporting statements and information. The extent of additional information required could be determined by the local planning authority on a case by case basis. The amount of information required to support an application will often reflect the scheme's complexity. The design, access, sustainability and transportation assessments needed for a 300m office tower, for example, would be vastly different from the assessment needed for a single storey extension of a commercial building. The introduction of design guides and codes will not negate the need for developers to present a range of supporting information to enable the local planning authority to be satisfied that a scheme accords with Local Plan policy in detail and does not have adverse impacts on local communities and business.
51. The consultation indicates that existing 8 or 13 week time limits will be firm deadlines. This emphasis on speed ignores the importance of high quality decision making and could result in the refusal of a development application where a decision cannot be made within the statutory deadline. If appeals became more common as a consequence, additional strain would be placed on local communities, local planning authorities and developers.
52. An approach which would achieve the White Paper's aim under this Proposal and produce a more effective result would be to give greater encouragement to the use of pre-application discussions to address concerns and objections, with formal applications submitted once outstanding issues have been resolved. This could be formalised so as to allow the developer and the local planning authority to agree a realistic timetable for progressing an application which reflects the specific circumstances of an application.
53. Whilst the proposal on time limits is not accepted, the suggestion that application fees should be returned if time limits are not met, or a decision is granted at appeal, seems likely to result in applications being determined on financial rather than planning or transportation grounds.
54. The consultation advocates the use of national standard conditions. The City Corporation has no objection to additional guidance and model conditions being set out nationally, but flexibility must be retained so as to permit adjustment of conditions to reflect local circumstances, where necessary. Greater delegation to planning authority officers should be tempered by the need for democratic oversight by elected members to be retained for larger, strategic or locally controversial schemes. The decision as to which schemes should be delegated should remain with local planning authorities and not be determined centrally. At the City Corporation, for example, delegation to officers already occurs on a large

number of applications, with only those that raise strategic concerns or where there are 4 or more objections being considered by City Members.

Proposal 7: Local Plans should be visual and map-based, standardised, based on the latest digital technology, and supported by a new template.

55. In the broad terms of the consultation, this proposal is supported, although further information on the proposed template should be provided. Any national template should be sufficiently flexible and adaptable to reflect local circumstances and local priorities.

56. The need for plans to be accessible in a range of formats, including on a smartphone, is supported. Local Plan should be easy to read and understand and not simply based around a single pdf document online. However, digital accessibility is not the same as accessibility for all communities. There should be continuing provision for plans and consultation on plans to be available in hard copy.

Proposal 8: Local authorities and the Planning Inspectorate will be required through legislation to meet a statutory timetable for key stages of the process, and we will consider what sanctions there would be for those who fail to do so

57. The City Corporation supports the Government's ambition to speed up the process of developing and adopting a Local Plan. However, the 30 month time limit is too short a period in which to undertake meaningful community consultation and engagement, prepare policy supported by a robust evidence base, and to ensure democratic accountability through authority public committee meetings.

58. The consultation makes a separate suggestion that, where a Local Plan is at an advanced stage of preparation at the time of the passing of primary legislation, a new plan in accordance with the requirements of the revised planning system should be prepared within 42 months. This 42 month period is a more realistic timeframe for all Local Plans, along with continued encouragement to produce plans, or alternations to plans, more rapidly.

59. Delivery against the more rapid timescales set out in the consultation would ultimately rely upon sufficient resources being available within the local planning authority to prepare and progress the Local Plan. Elsewhere in the White Paper, reference is made to a reallocation of resources to other planning functions as a result of the simplification of Local Plan processes. In fact, the opposite result is probable - the delivery of a robust and sound Local Plan within the framework outlined in the White Paper would be very likely to require additional staff and financial resources.

Proposal 9: Neighbourhood Plans should be retained as an important means of community input, and we will support communities to make better use of digital tools

60. The City Corporation supports the continued role for neighbourhood plans within a reformed planning system but is concerned that little information and detail on the role of neighbourhood plans is provided. The potential for expanding the scope of neighbourhood plans is mentioned. If this is taken forward, this will place additional pressure on local planning authorities who have a statutory duty to support the preparation of such plans.

Proposal 10: A stronger emphasis on build out through planning

61. The Government's proposals hinge on the assertion that local planning authorities should have a wider role in delivering development beyond the granting of permission. Delivery of buildings is, however, a matter for the property development industry, not the local planning authority. The Local Government Association has published data showing that in the 10 years from 2009/10, 2,564,600 homes were granted planning permission, yet only 1,530,680 were built. Any new planning system should specifically acknowledge that local planning authorities are not responsible for property development; authorities should not be penalised if developers do not deliver the development required.

62. The suggested approach for substantial development sites reflects the findings of the Letwin Report and would assist delivery on the larger residential sites. The consultation provides no evidence, however, to support extending the proposals to larger commercial sites.

Pillar 2: planning for beautiful and sustainable places

Proposal 11: To make design expectations more visual and predictable, we will expect design guidance and codes to be prepared locally with community involvement, and ensure that codes are more binding on decisions about development

63. The emphasis on local design solutions, prepared and agreed with local communities is supported. The proposed national design guide, national model design code and the revised manual for streets could provide a framework for local decision making but should not provide an inflexible framework. National level guidance is not, in most instances, able to properly reflect specific local circumstances or the needs of local communities.

Proposal 12: To support the transition to a planning system which is more visual and rooted in local preferences and character, we will set up a body to support the delivery of provably locally-popular design codes, and propose that each authority should have a chief officer for design and place-making.

64. The proposal to create a new body to support the production of locally supported design codes is welcomed. It should be noted that an announcement was made on 22 September 2020 to take forward this proposal in advance of the close of the White Paper consultation.
65. Not all local planning authorities have the necessary resources and skills to prepare such guidance and codes. Authorities will require external support. The national design body should provide that support and not binding regulation; decisions on design guidance and codes must be taken locally.
66. The City Corporation supports the intention to require the appointment of a chief officer for design and placemaking. This will give additional weight to the work of planning departments.
67. The consultation indicates that the Government believes simplifying Local Plan processes will release resource to deliver other planning priorities. That is not a safe conclusion to draw. Many local planning authorities have limited resources to allocate to Local Plan-making. Furthermore, if proposals related to the nature of Local Plans are brought into force, the greater weight and faster timescales are likely to require more resource for Local Plan preparation, rather than less.

Proposal 13: To further embed national leadership on delivering better places, we will consider how Homes England’s strategic objectives can give greater emphasis to delivering beautiful places.

68. The Government’s focus is on delivering housing and this proposal, whilst welcome, will only address the housing sector, and not other key sectors of the development industry. The City Corporation expects the proposed new national design body to provide a wider range of guidance which covers all forms of development and open spaces.

Proposal 14: We intend to introduce a fast-track for beauty through changes to national policy and legislation, to incentivise and accelerate high quality development which reflects local character and preferences.

69. The City Corporation supports the principles underpinning the ‘fast track for beauty’ and the suggested approach based on guidance in local design guides and codes. In addition, the requirement that schemes demonstrate compliance with wider Local Plan aspirations for an area or site is to be welcomed. Clarification should be provided, however, that compliance with design guidance would not be the sole avenue for determining the acceptability of a development proposal.
70. The proposal that a masterplan and site specific design code prepared by the Local Planning authority will be required for sites within growth areas is supported. To ensure certainty, the Government should set out a requirement that these additional plans and codes are prepared alongside the Local Plan. This should, in turn, guide the timescales for Local Plan preparation, which, as explained above, should be longer than 30 months. Scrutiny of the detail in

masterplans at the Local Plan examination will be essential to deliver local community support for larger scale development.

71. The City Corporation does not support further extension of permitted development rights. Such an extension would remove the ability of a Local Planning authority to manage development and transport in an area and ensure development is compatible with local community ambitions.

Proposal 15: We intend to amend the National Planning Policy Framework to ensure that it targets those areas where a reformed planning system can most effectively play a role in mitigating and adapting to climate change and maximising environmental benefits.

72. The principle of having clearer and simpler guidance on how the planning system can support measures to mitigate and adapt to climate change and maximise environmental benefits through development is supported. Similarly the City Corporation welcomes an enhanced role for Local Plans in ensuring development proposals support climate change mitigation and adaptation. It is important, however, that the revised system is calibrated to require development in all areas, not just Protected Areas, to deliver a net gain for the environment. Action on climate change mitigation and adaptation underpins City Corporation developments and the Government should consider emphasising this approach in all Local Planning activity.

Proposal 16: We intend to design a quicker, simpler framework for assessing environmental impacts and enhancement opportunities, that speeds up the process while protecting and enhancing the most valuable and important habitats and species in England.

73. The City Corporation supports reform to the process of SEA, SA and EIA. Although these processes have the protection and enhancement of the environment at their heart, in the City Corporation's experience they have lost focus, with an emphasis on process rather than outcome. Consideration should be given to ensuring assessments are continuous, informing the design and delivery of plans and projects, rather than a tool to demonstrate compliance at the end of a development process.

74. The City Corporation is concerned that the White Paper does not sufficiently address the way in which environmental protection and enhancement dovetails into assessments. The proposed focus on Local Plans, land zoning and removal of bureaucracy is insufficient to address the environmental matters raised in preceding paragraphs.

Proposal 17: Conserving and enhancing our historic buildings and areas in the 21st century

75. The commitment to conserving and enhancing heritage assets is welcomed. The intention to allow for sympathetic change, particularly to address climate change, is also supported, provided that measures retain an emphasis on retention of the heritage value of assets. A further consultation will be required regarding the

development of further guidance, which should involve Historic England, other heritage organisations and Local Planning authorities.

Proposal 18: To complement our planning reforms, we will facilitate ambitious improvements in the energy efficiency standards for buildings to help deliver our world-leading commitment to net-zero by 2050.

76. The City Corporation welcomes the commitment to delivering energy efficiency improvements and the national net zero target of 2050. The City Corporation, for example, has recently committed to a plan that will make the Square Mile net zero carbon-emission by 2040, 10 years earlier than the Government's goal. The City Corporation's current review of its Local Plan will ensure new developments include carbon reduction plans in their designs and encourage more sustainable buildings including green roofs and walls. In addition, the need to enhance biodiversity, and create new open and green spaces for nature and people, are important aspects of the City's approach.

77. The City Corporation is ready to work with interested parties and MHCLG on the delivery of net zero and is keen to share its experience and research to inform the delivery of national targets. Delivery of net zero should consider emissions from all sources, covering scope 1, 2 and 3 emissions.

78. The City Corporation welcomes the White Paper's recognition of the important role that the planning system can play in achieving net zero carbon through new development and refurbishment. Other than reference to the Future Homes Standard, however, the consultation provides little detail of how zero carbon can be delivered in non-housing development.

79. The consultation's reference to the potential to reassign planning resources to focus more fully on planning and building regulation enforcement is noted. The White Paper is not clear, however, whether there is an expectation that planning authorities will take on a new role of assisting in the enforcement of building regulations. The consultation does not appear to acknowledge that building regulations are a separate regulatory regime requiring different skills and expertise - it would be inappropriate to rely on planning officers to enforce these regulations.

Pillar 3: planning for infrastructure and connected places

Proposal 19: The Community Infrastructure Levy should be reformed to be charged as a fixed proportion of the development value above a threshold, with a mandatory nationally-set rate or rates and the current system of planning obligations abolished.

80. The City Corporation has operated a CIL since 2014 alongside s106 planning obligations. The Government's policy approach has worked effectively. Recent

changes to CIL, such as removing the restriction on the mixing of s106 and CIL to fund infrastructure, are likely to allow more effective infrastructure delivery in the future.

81. The approach described above should, in broad terms, be retained. The requirements for CIL and s106 in the City are well known and understood by most developers and wholesale replacement with a new system would be a retrograde step. Evolution and refinement would provide continuity and certainty. It would also enable the continued use of s106 value to deliver site-specific mitigation and non-financial mitigation such as contributions towards training and skills provision.
82. There are elements of the proposed Infrastructure Levy that could usefully be incorporated into the existing system, such as the potential to borrow against future Levy receipts and greater flexibility on how the Levy could be spent to fund necessary infrastructure, rather than wider council services. The link between development and infrastructure improvements is necessary not only to mitigate the impact of development, but also to make development acceptable to local communities.
83. Clarification should be provided on the relationship between the Levy applied at borough level in London and the Mayoral Levy. Further information is needed on the proportion of funding that could be passed to the Mayor and the Mayor's role in administering the Levy at the local level.

Proposal 20: The scope of the Infrastructure Levy could be extended to capture changes of use through permitted development rights

84. The City Corporation welcomes the intention that the Levy could be applied to schemes delivered through permitted development rights and those where there is no uplift in floorspace. This will address a gap in current CIL guidance and ensure that impacts on infrastructure delivery arising from such changes can be addressed.

Proposal 21: The reformed Infrastructure Levy should deliver affordable housing provision

85. The Infrastructure Levy would enable the provision of off-site provision of housing, which will assist the City Corporation in the provision of new affordable housing on its estates outside of the City of London. However, the potential for off-site contributions or commuted sums is already set out in national guidance and such delivery does not require amendment.
86. The White Paper refers to affordable housing, defined in its widest sense and including a range of low cost home ownership products. The housing need in the City of London is primarily for social rented housing, with even low cost home ownership out of reach of many people on the City Corporation's housing register. Clarification should be provided that White Paper's definition of affordable housing includes social rented housing and provides flexibility for local definitions to meet local needs.

Proposal 22: More freedom could be given to local authorities over how they spend the Infrastructure Levy

87. The City Corporation welcomes the intention to give greater flexibility to local authorities in the spending of the Infrastructure Levy. This flexibility should be exercised in the context of the required infrastructure plans to ensure that the infrastructure necessary to support development and local communities is delivered. The direct link between development, infrastructure and mitigation needed to allow that development to proceed, is critical to ensure local community support for development. The most effective means of achieving this link is by maintaining and continuing with the current approach to infrastructure contributions through s106 and CIL.

Proposal 23: As we develop our final proposals for this new planning system, we will develop a comprehensive resources and skills strategy for the planning sector to support the implementation of our reforms.

88. The proposals would retain an element of nationally set planning fees to offset the cost of development management, but much of the cost of Local Plan preparation and design guidance preparation would be met through the Infrastructure Levy. In areas where there is little development, where there are significant amounts of Protected space, or where the uplift in development value is insufficient to justify an Infrastructure Levy charge, the consultation does not indicate where the additional funding for Local Planning services would come from. Making planning dependent on funding from development also runs the risk that inappropriate development could be permitted to ensure continued funding, that planning decisions are made on financial grounds, or that Local Planning services are perceived as being too closely associated with the development industry to the detriment of the local community. This is a particular concern if development value uplift is funding the preparation of Local Plans which, in turn, grant permission in principle for new development.

89. Funding for Local Planning services should continue to come principally from a combination of application fees and general taxation/local authority funding to ensure retention of the independence of the planning function.

Proposal 24: We will seek to strengthen enforcement powers and sanctions

90. The White Paper's proposal to strengthen enforcement powers and sanctions to ensure that Local Plan ambitions are met is welcomed. The City Corporation does not, however, agree that the changes outlined in the White Paper will deliver spare capacity, at a planning authority level, which could be reallocated to enforcement. The revised and accelerated Local Plan process and the production of design guides and codes will, in fact, require additional resources. The City Corporation therefore considers it likely that additional public funding will be needed to deliver on the ambitions for enhanced enforcement.

Summary of Key Messages

- a. The White Paper's approach in relation to Protected land is broadly welcomed. See paragraphs 13, 25.
- b. If the proposals on land use designation are adopted, the Protected designation should be expressly extended to include other important green areas. It is important that areas such as MOL, local wildlife sites and others are referenced as being within the definition of Protected areas. Paragraphs 14-19, 25-26
- c. The scope of Protected areas is not clearly defined and should explicitly include local and national designations, including MOL and SACs. Paragraphs 18-24, 26.
- d. The Government should make provision for existing protections for green and open spaces to be automatically carried over to the proposed Protected areas, so as to avoid any attrition on such areas during the transition to the new arrangements. Paragraphs 17, 24-26.
- e. Recognition that there are constraints on the housing formula is welcomed. The formula, which should be in the form of guidance, should allow local interpretation so as to enable to creation of buffer land close to important natural sites, for example. Paragraph 27.
- f. The proposed simplified zoning system will not allow for local variation or local determination and it is difficult to see how it can be applied in a complex central urban area. Paragraphs 28-29.
- g. The proposals should be made sufficiently flexible so that local development priorities such as the concentration of commercial premises in the City and other highly concentrated business districts can be preserved. Paragraphs 29, 31, 36.
- h. The Government should clarify that the delivery of buildings is a matter for the property development industry, not of a local planning authority. Paragraphs 30, 61.
- i. The ability for local communities and elected members to engage in the development process at the point of application must be retained. Paragraph 32, 47, 54.
- j. Variation at a local level should be permitted in response to local needs. Paragraphs 34-36, 54, 63.
- k. The prioritisation of commercial development in the City's geographic area should continue. Paragraph 36.
- l. Off site provision of housing should continue to be permitted. Paragraphs 36, 85.
- m. The determination of housing targets should remain at the local level, and should specifically include protections for green space in each area, including protections where such lands span several authority areas. Paragraphs 36, 42-45.
- n. Determination of planning permission in principle is not suited to smaller development sites found mostly in urban areas. Local plans could, however, be given greater weight in relation to areas allocated for development. Paragraphs 46-48.
- o. Simplification of planning application processes is broadly welcomed, but the importance of high quality decision making requires a longer timeframe than proposed in the consultation. Paragraphs 49-53.
- p. A Local Plan cannot be produced in 30 months, a longer time frame should be proposed. In urban areas, in particular, complex and overlapping designations

make it difficult to envisage how assessment and agreement can be completed in the timescale. Paragraphs 57-59.

- q. It is unlikely that the proposed reforms will create any spare capacity at the level of a planning authority. Paragraphs 59, 67, 70, 79, 90.
- r. The Government should undertake further work to ensure environmental protection and enhancement measures dovetail into environmental assessments. Paragraphs 73-74.
- s. The proposed energy efficiency standards for buildings are welcomed and should be extended to non-housing development. The City Corporation would work with MHCLG on such a project. Paragraphs 72, 76-79.
- t. The 'fast track for beauty' and the suggested approach based on guidance in local design guides and codes are welcomed but the Government should clarify that compliance with design guidance would not be the sole avenue for determining the acceptability of a development proposal. Paragraph 63-66, 69-70.
- u. An extension of permitted development rights is not supported. Paragraph 71.
- v. The proposed land designations should be calibrated to require development to deliver a net gain for the environment. Paragraphs 72, 76-77.
- w. The Community Infrastructure Levy and s106 planning obligations work well and should be retained in broad terms. The proposed flexibility on spending Infrastructure Levy is welcomed. Paragraphs 80-85, 87

***Office of the City Remembrancer
October 2020***

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Agenda Item 14

Committee(s)	Dated:
West Ham Park Committee Open Spaces and City Gardens Committee	2 nd December 2020 2 nd December 2020
Subject: CWP 21/22 Updated Bid Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,4 and 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: City Surveyor	For Information
Report author: Alison Bunn – Head of Facilities Management	

Summary

In July 2020 details of the proposed Cyclical Works Programme (CWP) bid list for 21/22 were presented to this committee. The report detailed the proposed bid for the properties within your Committee's remit. Since that report was presented and considering the Covid-19 pandemic a review has been undertaken of the CWP bid for 21/22 and it has been reduced. Only Health & Safety related projects will now be undertaken in 21/22 which has reduced the overall CWP bid list down from £12m to £4m, this reduction allows for the City to make savings to help its immediate financial pressures and for the project delivery team to catch up after a period of non-activity at the start of the Covid-19 pandemic and lockdown.

This report sets out the details of projects which will now be undertaken in 21/22 and details of the projects that will be delivered within that year which form part of the previous year's programmes.

In addition, the Chairman of Corporate Asset Sub Committee requested that Officers review the current CWP approach and whether it requires updating after 4 years in operation. This exercise has been undertaken and the findings presented to Corporate Asset Sub Committee on the 15th September 2020, these proposals were approved and therefore this report also sets out the main changes to how the CWP will operate and be delivered in year 22/23 onwards.

Recommendation(s)

Members are asked to:

- Note the contents of this report

Main Report

Current Position

1. At Corporate Asset Sub Committee on the 15th September 2020 they approved a reduced CWP bid for 21/22 to allow for works delayed due to Covid-19 to be brought back on schedule and for the new CWP approach to be implemented for year 22/23.
2. Since then Officers in City Surveyor's and Open Spaces have been working to identify any further projects which need to take place in 21/22 and cannot be deferred. The details below highlight the projects that will now proceed across the Open Spaces portfolio.
3. The headlines for all Open Spaces are:

Total Original 21/22 CWP Bid	Revised 21/22 CWP Bid	Project Delivery 21/22
£1,596,800	£434,000	£1,131,473

4. As a result, the following works for Open Spaces will be undertaken in 21/22:

City Cash – Total Value £374,0000

Location	Property	Project Title	Budget cost
Epping Forest	The Obelisk, Warren Field, The Warren	DECORATION & LIMEWASH	£2,500
Epping Forest	Queen Elizabeth Hunting Lodge	EXTERNAL LIMEWASH & OVERHAUL	£25,000
Epping Forest	Queen Elizabeth Hunting Lodge	INFILL PANELS LIME DAUB OVERHAUL	£6,000
Keats House	Keats House	SECURITY ALARM REPLACEMENT	£15,000
10 Keats Grove	10 Keats Grove	SECURITY ALARM REPLACEMENT	£15,000
The Monument	The Monument	SECURITY ALARM REPLACEMENT	£1,500
10 Keats Grove	10 Keats Grove	FIRE ALARM REPLACEMENT	£15,000
Keats House	Keats House	Keats House CCTV Replacement	£14,500

Open Spaces	Bunhill Fields Burial Ground	MEMORIALS BREAKDOWN	£30,000
Open Spaces	Bunhill Fields Burial Ground	MEMORIALS CONSERVATION	£125,000
Open Spaces	Bunhill Fields Burial Ground	NOTABLE MEMORIALS OVERHAUL	£15,000
Hampstead Heath	Lido Buildings	SHOWER & TOILET REFURBISHMENT (MALE & FEMALE)	£14,000
Hampstead Heath	Lido Buildings	PA SYSTEM REPLACEMENT	£7,000
Hampstead Heath	Lido Buildings	CABLE RATIONALISATION	£3,500
Hampstead Heath	Mixed Bathing Pond	SEWAGE PUMPS AND CONTROL GEAR REPLACEMENT	£25,000
Hampstead Heath	Mixed Bathing Pond	FENCING REPLACEMENT	£20,000
Hampstead Heath	Traditional Playground	PADDLING POOL REPLACEMENT	£40,000

City Fund – Total Value £60,000

Location	Property	Project Title	Budget cost
CoL Cemetery & Crematorium	Modern Crematorium	CREMATOR No. 1 REFRACTORY	£60,000

5. The overall provisional CWP 21/22 bid for Open Spaces was £1,596,800 this is therefore a significant reduction in this amount.
6. Only projects with the highest health and safety score have been put forward in the bid list for 21/22 and it is expected that they will be delivered within that year.
7. Appendix A includes a list of all projects put forward for the original 21/22 bid and are now deferred. This is broken down into each area of Open Spaces.
8. Any projects not funded will be moved to the bid list for 22/23 and with the new CWP approach approved by Member's there is commitment to fund and deliver all projects within the bid list which is put forward.
9. Whilst only a reduced bid is agreed for 21/22, there are already c.265 projects to Open Spaces which have already received funding with a combined value of c.£4.2million. These will be delivered through the usual CWP process over the next 3-4 years. The delivery of all CWP programmes is being smoothed

over 4 years rather than the traditional 3 years, this is to assist in the overall financial forecasts of the City.

These projects are:

Merlewood Est Office Landlords Lighting Power Rewire	12,000
Epping Forest Museum CCTV Replacement	2,500
Epping Forest 1 Keepers Lodge Landlord Lighting Power Rewire	6,000
Epping Forest 2 East Lodge Warren Landlords Lightings Power Rewire	6,000
Epping Forest 2 Keepers Lodge Wanstead Park Landlords Lighting Power Rewire	6,000
Epping Forest 46 The Plain Landlords Lightings Power Rewire	6,000
Epping Forest Info Centre Security Alarm Replacement	2,000
Epping Forest The Warren Office Access Control System Replacement	7,000
West Ham Park Boundary Fence Wall Decorations to Gates Railing Inside Park	33,500
West Ham Park Vehicle Shed Refurbishment	78,574
Bunhill Fields Burial Garden Brickwork Overhaul to Boundary Wall	9,100
Bunhill Fields Burial Signage Replacement	10,000
Bunhill Fields Fence Decoration Around Graves	18,000
Bunhill Fields Fence Decoration Around Memorials	2,500
Bunhill Fields Paving Overhaul	6,000
Bunhill Fields Railings Decorations External	17,349
Golders Hill Park 1 2 Golders Hill External Decorations	1,593
Golders Hill Park 1 2 Golders Hill House Kitchen Refurbishment	10,000
Golders Hill Park 1 2 Golders Hill House Windows Replacement	11,000
Hampstead Heath General/Infrastructure Drainage Survey	89,061
West Heath Pergola Strengthening	25,000
Crem Fitters Workshop Walls repointing / overhaul	10,000
Crem Haywood Centre Roof replacement	125,000
Crem Main Entrance lighting replacement	15,000
Crem Staff kitchen refurbishment	4,000
Crem Staff shower room refurbishment	9,500

Highgate Wood Education Hut Photovoltaic Cells Condition Refurbishment	3,000
Epping Forest Mains Water Replacement	36,000
Epping Forest The Warren Office Electric Gates Replacement	24,000
Epping Forest Museum Store Fire Alarm Replacement	12,000
Open Spaces Bunhill Fields Brick Structures Remedial Works	3,500
Golders Hill Park Cafeteria Fire Alarm Replacement	10,000
Golders Hill Park Cafeteria Electrical Intake Replacement	8,147
Golders Hill Park Cafeteria Public Toilets Lighting Emergency Lighting Replacement	5,000
Queens Park Toilet Block Refurbishment	35,000
West Heath Pergola Engineer to Monitor Structures	2,500
Open Spaces Garden Churchyard Paved Areas	7,643

Cemetery Crematorium Various Cess Pit Survey	19,946
Cemetery Crematorium Modern Crematorium Landlords Lighting Power Rewire	120,000
Cemetery Crematorium Road Resurfacing	48,000
Cemetery Crematorium Chapels Modern Crematorium Roof Replacement	180,000
Cemetery Crematorium Modern Crematorium Roof Replacement	50,000
Cemetery Crematorium Modern Crematorium Scissor Lift Refurbishment	3,060

Hampstead Heath General Infrastructure Valve Replacement all ponds	36,000
Parliament Hill Fields General Drainage Overhaul	40,000
Hampstead Heath Drainage Overhaul general	50,000
Parliament Hill Fields Hot Water Plant Replacement	50,000
10 Keats Grove Fire Alarm Replacement	15,000
Cemetery Crematorium Main Entrance / Gatehouse/ Parking Area Parking Area Resurfacing	30,000

Moving Forward - New Approach

10. The following at the key changes to the CWP which were approved at Committee on the 15th September 2020:

- Moving to a condition-based maintenance approach through the new Computer Aided Facilities Management (CAFM) system currently being procured and due to be implemented Autumn 2021
- Focus the programme delivery into a single financial year
- Removal of smaller value projects under £10,000 by uplifting the City Surveyor's, DBE's or Barbican's local risk budget respectively (using funds previously earmarked for the CWP) to allow project delivery to focus on the larger scale projects
- Altering the project prioritisation matrix to make it more fit for purpose and a fairer system for all properties
- Smoothing of the already agreed CWP programme to create a '4th' year
- Introduction of 3-5 yearly building condition surveys funded from funds previously earmarked for the CWP

Corporate & Strategic Implications

11. Cyclical Works Programmes set out to deliver three of the key objectives in the Corporate Property Asset Management Strategy.

- SO.1 – Operational assets remain in a good, safe and statutory compliant condition.
- SO.2 – Operational assets are fit for purpose and meet service delivery needs.
- SO.3 – Capital and supplementary revenue programmes are affordable, sustainable and prudent and that the limited available resources are directed to the highest corporate priorities.

Conclusion

12. This report is to update Members on the reduced CWP 21/22 bid for Open Spaces and explain the new approach for the CWP which will be adopted from year 22/23 onwards which has been approved by the Corporate Asset Sub Committee.

Report author

Alison Bunn
Head of Facilities Management
Operations Group – City Surveyors Department

E: alison.bunn@cityoflondon.gov.uk

T: 020 7332 1069

Appendices

- Appendix A – 21.22 CWP Deferred Projects

Appendix A

West Ham Park

CWP Proposed Bid List 21.22

Original Actual List now on the Deferred List

Building	Project	Cost
Ornamental Gardens	BRIDGE INSPECTION	1,500
Ornamental Gardens	ROSE GARDEN PERGOLA OVERHAUL	1,500
	Total	£3,000

Original Reserve List

Building	Project	Cost
South Lodge	ROOF INSULATION	1,500
South Lodge	ROOF REPLACEMENT (ASPHALT)	2,500
Portway Lodge	ROOF INSULATION	1,500
1 Linden Cottage	ROOF INSULATION	1,500
2 Linden Cottage	ROOF INSULATION	1,500
1 Margery Park Cottage	ROOF INSULATION	1,500
Pavilion Office	ROOF OVERHAUL (PLAIN TILES)	15,000
Ornamental Gardens	FOOTPATH OVERHAUL (BRICK PAVOUR)	6,000
Sports Changing Room	LOUVRE REPLACEMENT	5,000
Bandstand	TARMAC RESURFACING	10,000
East Lodge	FOOTPATH REPLACEMENT	15,000
Park Cottage	HARDSTANDING REPLACEMENT	7,000
Portway Lodge	FOOTPATH REPLACEMENT	7,000
1 Linden Cottage	FOOTPATH REPLACEMENT	7,000
West Ham Park	BOLLARD REPLACEMENT MAIN GATES	9,500
Sports Changing Room	EMERGENCY LIGHTING BATTERY REPLACEMENT	1,000
Bandstand	LUMINAIRES REPLACEMENT	3,000
South Lodge	RAINWATER GOODS REPLACEMENT	3,000

Park Cottage	FENCING REPLACEMENT	15,000
Portway Lodge	RANWATER GOODS REPLACEMENT	3,000
1 Linden Cottage	RAINWATER GOODS REPLACEMENT	3,000
2 Linden Cottage	RAINWATER GOODS REPLACEMENT	3,000
1 Margery Park Cottage	RAINWATER GOODS REPLACEMENT	3,000
2 Margery Park Cottage	RAINWATER GOODS REPLACEMENT	3,000
Sports Changing Room	BRICKWORK REPOINTING	20,000
Vehicle Shed, Mess Room (Nursery)	FLOOR PAINTING (VEHICLE SHED)	2,500
Shelters	DECORATION FOR 3 x SHELTERS	15,000
Shelters	SHELTER BENCHES DECORATION	1,500
1 Margery Park Cottage	WINDOWS REPLACEMENT	30,000
2 Margery Park Cottage	WINDOWS REPLACEMENT	30,000
General	CORPORATE SIGNAGE OVERHAUL & REPAINT	15,000
Sports Changing Room	FASCIA BOARD REPLACEMENT	6,000
	Total	£248,500

Open Spaces City

Reserve List

Building	Project	Cost
Gardeners Depot, Castle Baynard St	EMERGENCY LIGHTING BATTERIES REPLACEMENT	£5,000
Gardeners Depot, Castle Baynard St	ROLLER SHUTTER REPLACEMENT	£7,000
General	IMAGE BOARD OVERHAUL/REPLACEMENT	£15,000
General	RAILINGS DECORATION	£50,000
Gardeners Depot, Castle Baynard St	INTERNAL DECORATIONS	£15,000
Gardeners Depot, Castle Baynard St	SUSPENDED CEILINGS REPLACEMENT	£7,000
	Total	£99,000

Burnham Beeches

Original Actual List now on the Deferred List

Building	Project	Cost
General	CAR PARK ROAD RESURFACING	54,000
	Total	£54,000

Building	Project	Cost
Ground Floor	KITCHEN REFRIGERATORS REPLACEMENT	15,000
Public Toilets/Information Centre/Café	SEWAGE PUMPING STATION REPLACEMENT	20,000
Tower Wood (Log Cabin)/Outbuildings	ROOF LIGHTS REPLACEMENT (REMAINING LIGHTS)	7,000
1 Juniper Cottage	ROOF REPLACEMENT (FLAT)	1,500
Burnham Beeches	SEPTIC TANK REPLACEMENT	80,000
Estate Yard/Hovel & Outbuilding, Ashtead Common	PAVED AREA REPLACEMENT (FRONT & REAR)	2,500
Estate Yard Complex	SECURITY ALARM REPLACEMENT (INCL OFFICE)	7,000
Beech Cottage (Estate Yard)	SECURITY ALARM REPLACEMENT	6,000
Tower Wood (Log Cabin)/Outbuildings	KITCHEN REFURBISHMENT	15,000
1 Coronation Cottage	FENCING REPLACEMENT	15,000
2 Coronation Cottage	FENCING REPLACEMENT	15,000
1 Juniper Cottage	RAINWATER GOODS REPLACEMENT	3,000
2 Juniper Cottage	RAINWATER GOODS REPLACEMENT	3,000
Estate Yard Complex	PHOTOVOLTAIC CELLS REPLACEMENT	40,000
General	GATES REPLACEMENT (3 No. ELECTRIC GATES)	60,000
Estate Yard Complex	BOX GUTTER REPLACEMENT (BETWEEN TWO ROOFS INC. SCAFFOLDING)	10,000
Estate Yard Complex	FLOORING REPLACEMENT	15,000
Estate Yard Complex	CCTV REPLACEMENT	20,000

Public Toilets/Information Centre/Café	CCTV & DVR REPLACEMENT	8,500
Aston - Keepers Cottage	WINDOWS OVERHAUL	2,500
Beech Cottage (Estate Yard)	WINDOWS OVERHAUL	2,500
1 Coronation Cottage	WINDOWS OVERHAUL	2,500
1 Coronation Cottage	LANDLORDS LIGHTING & POWER REWIRE	30,000
2 Coronation Cottage	WINDOWS OVERHAUL	2,500
1 Juniper Cottage	WINDOWS OVERHAUL	2,500
1 Juniper Cottage	LANDLORDS LIGHTING & POWER REWIRE	30,000
General	SIGNS REPLACEMENT	20,000
Aston - Keepers Cottage	EXTERNAL LIGHTING REPLACEMENT	1,500
Beech Cottage (Estate Yard)	EXTERNAL LIGHTING REPLACEMENT	1,500
1 Coronation Cottage	EXTERNAL LIGHTING REPLACEMENT	1,500
2 Coronation Cottage	EXTERNAL LIGHTING REPLACEMENT	1,500
Aston - Keepers Cottage	EXTERNAL DECORATIONS (INC GARAGE)	3,000
	Total	£445,000

City Commons

Original Actual List now on the Deferred List

Building	Project	Cost
Estate Yard/Hovel & Outbuilding, Ashtead Common	CAR PARK RESURFACING (VISITORS)	5,000
Riddlesdown Common General	CAR PARK/ROAD RELINING	6,000
Riddlesdown Common General	CAR PARK/ROADS RESURFACING/OVERHAUL	7,000
West Wickham Common General	CAR PARK FENCE REPLACEMENT	2,000
West Wickham Common General	CAR PARK SIGN REPLACEMENT	2,500
Office/Garage, Farthingdown	ACCESS RD/RAMP HANDRAIL OVERHAUL (EXT)	3,000
Merlewood Estate Office	REPLACEMENT OF MAIN ELECTRICAL SWITCHGEAR	45,000
	Total	£70,500

Reserve List

Building	Project	Cost
General	VENTILATION AND EXTRACTION SYSTEM REPLACEMENT (LODGES)	6,000
Training Block/Staff Welfare Facilities/ Workshop/Tool Store, Merlewood Estate Yard	COMPRESSOR REFIT	5,000
Training Block/Staff Welfare Facilities/ Workshop/Tool Store, Merlewood Estate Yard	TRACE HEATING TO PIPES	7,000
1 Merlewood Close	SOFFIT/FACIA (UPVC) REPLACEMENT	10,000
2 Merlewood Close	SOFFIT/FACIA (UPVC) REPLACEMENT (INC. SCAFFOLDING)	10,000
3 Merlewood Close	SOFFIT/FACIA (UPVC) REPLACEMENT	7,000
Ninehams Lodge & Long Shed, Merlewood Estate	RADIATORS REPLACEMENT	6,000
Ninehams Cottage, Senior Keeper's Residence, Merlewood Estate	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	15,000
Ninehams Cottage, Senior Keeper's Residence, Merlewood Estate	RADIATORS REPLACEMENT	6,000
Keepers Cottage, Merlewood Estate	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	15,000
Keepers Cottage, Merlewood Estate	RADIATORS REPLACEMENT	6,000
Office/Garage, Farthingdown	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	15,000
Office/Garage, Farthingdown	RADIATORS REPLACEMENT	6,000
1 Farthingdown Cottage	ROOF REPLACEMENT ((PORCH) (FELT))	1,500
Keepers Cottage, Riddlesdown Common	INTERCOM SYSTEM REPLACEMENT	3,000
General	LODGE GARDEN PAVING AND RETAINING WALLS OVERHAUL	6,000
1 Merlewood Close	HARDSTANDINGS REPLACEMENT	3,000

2 Merlewood Close	HARDSTANDINGS REPLACEMENT (CONCRETE)	3,000
3 Merlewood Close	HARDSTANDINGS REPLACEMENT (CONCRETE)	3,000
Ninehams Lodge & Long Shed, Merlewood Estate	HARDSTANDINGS REPLACEMENT (GRANTIE COBBLE STONE)	25,000
Keepers Cottage, Merlewood Estate	PAVING REPLACEMENT (CONCRETE FLAT STONE)	3,000
Riddlesdown Common General	FOOTPATH WORKS	6,000
Countryside Office, Riddlesdown Common	HARDSTANDINGS REPLACEMENT (CONCRETE SLABS/MACADAM)	7,000
Keepers Cottage, Riddlesdown Common	HARDSTANDING REPLACEMENT	2,500
Kenley Common General	PEDESTRIAN LINING TO FOOTPATH	5,000
2 Farthingdown Cottage	PAVING REPLACEMENT (REAR GARDEN)	3,000
1 Juniper Cottage	SECURITY ALARM REPLACEMENT	6,000
77a Broadhurst Road, Ashted Common (Staff Lodge)	SECURITY ALARM REPLACEMENT	6,000
2 Merlewood Close	SECURITY ALARM REPLACEMENT	6,000
3 Merlewood Close	SECURITY ALARM REPLACEMENT	6,000
Ninehams Lodge & Long Shed, Merlewood Estate	SECURITY ALARM REPLACEMENT	6,000
Kent Gate Cottage, 141 Addington Road	SECURITY ALARM REPLACEMENT	6,000
Countryside Office, Riddlesdown Common	SECURITY ALARM REPLACEMENT	6,000
Keepers Cottage, Riddlesdown Common	SECURITY ALARM REPLACEMENT	1,500
1 Farthingdown Cottage	SECURITY ALARM REPLACEMENT	6,000
2 Farthingdown Cottage	SECURITY ALARM REPLACEMENT	3,000
Treetops and Outbuilding (Staff Lodge), West Wickham Common	SECURITY ALARM REPLACEMENT	6,000
General	DRAINAGE WORKS	15,000
General	DRAINAGE REPLACEMENT	25,000
Merlewood Estate Office	LIGHTING REPLACEMENT	5,000

1 Merlewood Close	FENCING DECORATION (TIMBER)	2,000
1 Merlewood Close	FENCING REPLACEMENT (TIMBER)	5,000
1 Merlewood Close	RAINWATER GOODS REPLACEMENT (UVPC) (INC. SCAFFOLDING)	7,000
2 Merlewood Close	FENCING DECORATION (TIMBER)	1,500
2 Merlewood Close	KITCHEN REFURBISHMENT	15,000
2 Merlewood Close	RAINWATER GOODS REPLACEMENT (UVPC)	7,000
3 Merlewood Close	FENCING DECORATION (TIMBER)	1,500
3 Merlewood Close	RAINWATER GOODS REPLACEMENT (UVPC) (INC. SCAFFOLDING)	7,000
Ninehams Lodge & Long Shed, Merlewood Estate	KITCHEN REFURBISHMENT	15,000
Ninehams Cottage, Senior Keeper's Residence, Merlewood Estate	FENCING/GATES REPLACEMENT	5,000
Keepers Cottage, Merlewood Estate	FENCING REPLACEMENT (CLOSE BOARDED)	3,000
Keepers Cottage, Merlewood Estate	SHOWER ROOM REFURBISHMENT	6,000
Spring Park Office & Tractor Shed	FENCING AND GATES REPLACEMENT (SECURITY)	7,000
Spring Park Office & Tractor Shed	KITCHEN REFURBISHMENT	15,000
Countryside Office, Riddlesdown Common	ELECTRONIC ENTRY SYSTEM REPLACEMENT	3,500
Keepers Cottage, Riddlesdown Common	BATHROOM REFURBISHMENT	15,000
Keepers Cottage, Riddlesdown Common	KITCHEN REFURBISHMENT	15,000
Kenley Common General	DRAINAGE INVESTIGATION/SURVEY	6,000
1 Farthingdown Cottage	RAINWATER GOODS REPLACEMENT (UPVC) (INC. SCAFFOLDING)	10,000
2 Farthingdown Cottage	BATHROOM REFURBISHMENT	15,000
2 Farthingdown Cottage	FENCING REPLACEMENT (TIMBER)	5,000
2 Farthingdown Cottage	RAINWATER GOODS REPLACEMENT (UPVC)	10,000
Treetops and Outbuilding (Staff Lodge), West Wickham Common	FENCING/GATES REPLACEMENT	15,000
Estate Yard Office, Ashtead Common	ELECTRONIC GATE REPLACEMENT	25,000

Merlewood Estate Office	EXTERNAL WALLS REPOINTING	1,500
Merlewood Estate Office	FLOORING REPLACEMENT (VARIOUS AREAS)	5,000
Merlewood Estate Office	LANDLORDS LIGHTING & POWER REWIRE (LIGHTING REWIRE ONLY)	60,000
Open Barns, Merlewood Estate Yard	FLOORING REPLACEMENT ((CONCRETE) (STORE))	3,000
Livestock Shed & Barn, Merlewood Estate	CLADDING DECORATION ((TIMBER (T&G))	6,500
Machinery Store, Spring Park	FLOORING REPLACEMENT (CONCRETE)	5,000
2 Farthingdown Cottage	BRICK WALL REPOINTING (REAR GARDEN)	2,500
Treetops and Outbuilding (Staff Lodge), West Wickham Common	BRICKWORK REPOINTING (GARDEN WALLS)	2,000
Keeper's Cottage, 90 Kenley Lane	INTERCOM SYSTEM REPLACEMENT	3,000
Treetops and Outbuilding (Staff Lodge), West Wickham Common	INTERCOM SYSTEM REPLACEMENT	1,500
Ashtead Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	15,000
Coulsdon Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	6,000
Livestock Shed & Barn, Merlewood Estate	EXTERNAL DECORATIONS	6,000
Ninehams Lodge & Long Shed, Merlewood Estate	EXTERNAL DECORATIONS	20,000
Spring Park General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	40,000
Riddlesdown Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	25,000
Kenley Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	45,000
Keeper's Cottage, 90 Kenley Lane	EXTERNAL DECORATIONS	3,000

Farthingdown & New Hill General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	20,000
West Wickham Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL (4 No. BOARDS (D1))	40,000
Estate Yard Complex	INTERNAL DECORATIONS	15,000
Estate Yard Office, Ashtead Common	INTERNAL DECORATIONS (INC. WORKSHOP AND GARAGE)	20,000
Livestock Shed & Barn, Merlewood Estate	INTERNAL DECORATIONS	3,000
Farthingdown & New Hill General	BOLLARD DECORATION	1,500
Public Toilets, Farthingdown	INTERNAL DECORATIONS	6,000
2 Farthingdown Cottage	ENTRANCE PORCH DECORATION	15,000
	Total	£875,500

Epping Forest

Original Actual List now on the Deferred List

Building	Project	Cost
General	CAR PARK/ROAD OVERHAUL LEVELLING/RESURFACING	75,000
Great Gregories Farm	ACCESS ROAD OVERHAUL	8,500
Epping Forest	CAR PARK ROAD OVERHAUL	60,000
Queen Elizabeth Hunting Lodge	BRICKWORK POINTING OVERHAUL	2,500
Queen Elizabeth Hunting Lodge	INTERNAL SLABS POINTING	1,500
The Temple, Wanstead Park	CEILING SURVEY/ OVERBOARDING AND REMEDIAL WORK	45,000
General	HYDROLOGY ASSESSMENT SURVEYS	40,000
QEHL Interpretation Centre (The View)	LIFT REFURBISHMENT	15,000
Alders Brook Tunnel	REPAIRS AND CLEANING TO BRICKED SURFACE WATER CULVERT	50,000

Wanstead Park, Historic Landscape	LAKES - WHARFING REPLACEMENT	145,000
The Temple, Warlies Park	STONE SURFACES OVERHAUL	7,000
	Total	449,500

Reserve List

Building	Project	Cost
Wanstead Park, Historic Landscape	DESIGN AND SETTING OUT FEES	7,000
Wanstead Park, Historic Landscape	LANDSCAPE WORKS	60,000
Copped Hall General	BRICK HA HA RESTORATION	220,000
Obelisk, Pole Hill, Chingford	BRONZE PLAQUE REWAXING	1,500
Drinking Fountains, Horse Troughs & Milestones	WATER PUMP REFURBISHMENT (WOODFORD GREEN)	15,000
The Grotto, Wanstead Park	GROTTO RESTORATION	100,000
Epping Forest	CONSERVATION MANAGEMENT PLAN UPDATE	5,000
Pillow Mounds, High Beech	CONSERVATION WORKS FOLLOWING QUINQUENNIAL INSPECTIONS	1,500
Stable Block (Inc Arborologist Office), The Warren	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	15,000
44 The Plain	ROOF REPLACEMENT ((FELT) (GARAGE))	3,000
44 The Plain	ROOF REPLACEMENT ((FELT) (FLAT))	6,000
Public Toilets, High Beech	ALARM REPLACEMENT (DISABLED TOILET)	1,500
Garden House, Pauls Nursery, High Beach	ROOF REPLACEMENT (SHINGLE)	10,000
Keepers Lodge, Rangers Road	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	6,500
Butlers Retreat, Rangers Road	ROOF REPLACEMENT (TILE)	80,000
West Lodge, The Warren	SEWAGE PLANT REPLACEMENT	15,000

Chingford Golf Course	ROOF REPLACEMENT ((FELT) (OVER 1ST FLR))	30,000
The Temple, Wanstead Park	ROOF OVERHAUL AND STRUCTURAL WORK (TILE)	40,000
Great Gregories Farm Barn	ROOF REPLACEMENT (SMALL BARN)	100,000
1,2 3 Jubilee Retreat	ROOF REPLACEMENT GARAGE	3,500
The Warren House	ROOF REPLACEMENT	3,500
Great Gregories Farm Barn	SKYLIGHT REPLACEMENT	150,000
General	FOOTPATH/PAVING REPLACEMENT	15,000
The Grotto, Wanstead Park	PUBLIC AREA OVERHAUL	1,500
Stable Block (Inc Arborologist Office), The Warren	SECURITY ALARM REPLACEMENT	1,500
44 The Plain	SECURITY ALARM REPLACEMENT	6,000
Garden House, Pauls Nursery, High Beach	SECURITY ALARM REPLACEMENT	6,000
Obelisk, Warlies Park	REDECORATE/LIMEWASH	2,500
The Warren House	LIGHTNING PROTECTION REPLACEMENT	7,000
General	DRAINAGE WORKS	60,000
Chingford Golf Course	BATHROOM REFURBISHMENT (RESIDENTIAL FLAT)	7,000
Chingford Golf Course	KITCHEN REFURBISHMENT (RESIDENTIAL FLAT)	15,000
Wanstead Flats General	BOUNDARY FENCE SURVEY	20,000
Wanstead Flats General	BOUNDARY FENCING REPLACEMENT	5,000
Wanstead Flats General	BATHROOM REFURBISHMENT (RESIDENTIAL FLAT)	5,000
Office, The Warren	TOILETS REFURBISHMENT	15,500
Stable Block (Inc Arborologist Office), The Warren	DOORS REPLACEMENT ((EXTERNAL) (SW))	3,000

Stable Block (Inc Arborologist Office), The Warren	FLOORING REPLACEMENT (ARBOROLOGIST OFFICE)	1,500
Stable Block (Inc Arborologist Office), The Warren	WINDOWS REPLACEMENT (SW)	6,000
Museum Store (Saw Mill), The Warren	DOOR REPLACEMENT (FOLDING)	7,000
Museum Store (Saw Mill), The Warren	DOOR/FRAME REPLACEMENT (WOODEN)	1,500
The Warren House	LANDLORDS LIGHTING & POWER REWIRE	75,000
44 The Plain	BRICKWORK REPOINTING	1,500
44 The Plain	DOORS REPLACEMENT (EXTERNAL) (2 No. UPVC)	5,000
Garden House, Pauls Nursery, High Beach	BRICKWORK POINTING OVERHAUL	5,000
Garden House, Pauls Nursery, High Beach	SHINGLES TREATMENT	3,500
Garden House, Pauls Nursery, High Beach	LANDLORDS LIGHTING & POWER REWIRE	20,000
Chingford Golf Course	FLOORING REPLACEMENT (LOBBY AREA)	3,000
32 Blake Hall Road, Wanstead	WINDOWS REPLACEMENT	15,000
Bushwood Lodge, Bush Road	BRICKWORK REPOINTING	1,500
Bushwood Lodge, Bush Road	WINDOWS REPLACEMENT	15,000
Great Gregories Farm Barn	CLADDING TREATMENT/OVERHAUL (TIMBER)	6,500
44 The Plain	LANDLORDS LIGHTING & POWER REWIRE	6,000
Epping Forest	BRICKWORK OVERHAUL AND REPAINTING	3,500
Field Study Centre	WINDOW REPLACEMENT	3,500
The Warren House	EXTERNAL DECORATIONS	40,000
1 East Lodge, The Warren	EXTERNAL DECORATIONS	6,000
2 East Lodge, The Warren	EXTERNAL DECORATIONS	6,000

44 The Plain	EXTERNAL DECORATIONS	6,000
1 Pauls Nursery, High Beach	EXTERNAL DECORATIONS	6,000
2 Pauls Nursery, High Beach	EXTERNAL DECORATIONS	6,000
Garden House, Pauls Nursery, High Beach	EXTERNAL DECORATIONS	1,500
Keepers Lodge, Rangers Road	EXTERNAL DECORATIONS	5,000
Keeper's Lodge, Baldwins Hill	EXTERNAL DECORATIONS	7,000
Old Keepers Lodge, Wakes Arms	EXTERNAL DECORATIONS	5,000
Drinking Trough, Honey Lane Plain	EXTERNAL DECORATIONS	2,500
32 Blake Hall Road, Wanstead	EXTERNAL DECORATIONS	6,000
34 Blake Hall Road, Wanstead	EXTERNAL DECORATIONS	3,000
46 The Plain	EXTERNAL DECORATIONS	2,500
48 The Plain	EXTERNAL DECORATIONS	2,500
Field Study Centre	EXTERNAL DECORATIONS	3,000
Field Study Centre	INTERNAL DECORATIONS	2,500
Office, The Warren	INTERNAL DECORATIONS	15,000
Stable Block (Inc Arborologist Office), The Warren	INTERNAL DECORATIONS	8,500
Stable Block (Inc Arborologist Office), The Warren	INTERNAL DECORATIONS (ARBOROLOGIST OFFICE)	2,000
QEHL Interpretation Centre (The View)	INTERNAL DECORATIONS	25,000
Public Toilets, High Beech	INTERNAL DECORATIONS	2,500
Garden House, Pauls Nursery, High Beach	INTERNAL DECORATIONS	3,500
Garden House, Pauls Nursery, High Beach	LANDSCAPE WORKS	1,500
Old Keepers Lodge, Wakes Arms	MOSS REMOVAL FROM ROOFS	1,500
Agricultural Stores	INTERNAL DECORATIONS	5,000

Chingford Golf Course	INTERNAL DECORATIONS (PART)	3,500
	Total	£1,402,500

Hampstead Heath

Original Actual List now on the Deferred List

Building	Project	Cost
Equipment Store, Highgate Wood	INSTALLATION OF NEW MANSAFE SYSTEM TO ROOF	5,000
Equipment Store, Highgate Wood	PHOTOVOLTAIC CELLS CONDITION SURVEY	3,500
Parliament Hill Fields	RUNNING TRACK COLUMNS RELAMP	15,000
Parliament Hill Fields	SPACE HEATING REPLACEMENT ATHLETICS TRACK PAVILION COMPLEX	70,200
436 A-D Archway Road	FIRE ALARM REPLACEMENT	2,500
Highgate Wood	HIGHGATE WOOD & QUEENS PARK FABRIC FMP CONDITION SURVEY	10,000
Hampstead Heath	KENWOOD GENERAL SURVEY	6,000
Parliament Hill Fields	FIRE ALARM REPLACEMENT LIDO INFORMATION CENTRE	36,100
Lido Buildings Complex	ROLLER SHUTTER REPLACEMENT (8 No.)	15,500
Athletics' Track Pavilion Complex	CABLE RATIONALISATION	3,500
Mixed Bathing Pond Complex	FENCING REPLACEMENT	20,000
	Total	£187,300

Reserve List

Building	Project	Cost
General	WATER MAINS/DRAINS REPLACEMENT	15,000
Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (STAFF BOTHY)	20,500

Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (STAFF OFFICE)	25,000
Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (WORKSHOP/STORES)	25,000
Shelter and Garages	LIGHTING REPLACEMENT	3,000
Staff Yard Complex	WINDOWS REPLACEMENT	30,000
1 & 2 Golders Hill Houses	BRICKWORK REPOINTING	3,500
Cafeteria and Public Toilets	FLOORING REPLACEMENT (TOILETS)	7,000
Cafeteria and Public Toilets	WINDOWS REPLACEMENT (TOILETS)	15,000
Zoo Shelter and Toilets	FLOORING REPLACEMENT	7,000
Bandstand	FLOORING REPLACEMENT (SURFACE COVERING)	6,000
Shelter and Garages	LANDLORDS LIGHTING & POWER REWIRE	5,000
Zoo Shelter and Toilets	EXTERNAL DECORATIONS	3,000
Deer Shelters and Huts	EXTERNAL DECORATIONS	2,500
Staff Yard Complex	INTERNAL DECORATIONS (MAIN OFFICE/STORES)	5,000
Zoo Shelter and Toilets	INTERNAL DECORATIONS	2,000
Tennis Booking Hut and Shelter	INTERNAL DECORATIONS	2,000
Tennis Shelters (3 No.)	DECORATIONS	2,500
Shelter and Garages	DECORATIONS	2,500
Bushwood Lodge, Bush Road	ROOF INSULATION REPLACEMENT	2,000
Adventure Playground Building	ROOF SURVEY	2,500
Men's Bathing Changing Enclosure	SEWAGE PUMP REPLACEMENT	25,000
Men's Bathing Lifeguards Hut	ROOF REPLACEMENT	3,000
Men's Bathing Lifeguards Hut	ELECTRIC HEATERS (2 No.)/WATER HEATER (1 No.) REPLACEMENT	1,500
General	VENTILATION AND EXTRACTION SYSTEM REPLACEMENT (LODGES)	3,500
Toilet Block, Incl. Mess Room	SEWAGE PUMP/TANK REPLACEMENT	25,000
1 Sheppard Cottage	ROOF REPLACEMENT	15,000
2 Sheppard Cottage	ROOF REPLACEMENT	15,000
Highgate Ponds	ROOF REPLACEMENT	5,000
1 Sheppard Cottage	BOILER REPLACEMENT	5,000
The Lodge	RADIATOR REPLACEMENT	5,000
1 Coronation Cottage	ROOF REPLACEMENT	14,500

2 Coronation Cottage	ROOF REPLACEMENT	16,500
Parliament Hill Fields	HOT WATER BOILER REPLACEMENT SINKS	8,500
Parliament Hill Fields	UNDERGROUND FUEL TANK REPLACEMENT - STAFF YARD COMPLEX	72,000
General/Infrastructure	FOOTPATH OVERHAUL (PELLINGS)	40,000
General	PATH RESURFACING	25,000
General	FOOTPATH RESURFACING (HOGGING AGGREGATE)	30,000
General	SCORER'S HUT REFURBISHMENT	10,000
General/Infrastructure	FENCING OVERHAUL	30,000
General/Infrastructure	LODGE GARDEN PAVING/FENCING OVERHAUL	3,500
Heathfield House Complex	DRAINAGE OVERHAUL	30,000
General	SURVEY - GENERAL	7,000
Men's Bathing Life Buoys	LIGHTING REPLACEMENT	3,000
General	FENCING OVERHAUL/DECORATIONS	5,000
General Infrastructure	MAIN WATER SUPPLY PIPEWORK REPLACEMENT	20,000
General	FENCING REPLACEMENT/DECORATION	7,000
The Lodge	RAINWATER GOODS OVERHAUL	1,500
1 Hornbeam Cottage	RAINWATER GOODS REPLACEMENT	3,000
2 Coronation Cottage	KITCHEN REFURBISHMENT	15,000
1 Sheppard Cottage	KITCHEN REFURBISHMENT	7,000
1 Sheppard Cottage	RAINWATER GOODS REPLACEMENT	3,000
Golders Hill Park	WATER MAINS AND DRAINS REPLACEMENT	12,000
Highgate Ponds	DRAINAGE OVERHAUL	50,000
Men's Bathing Life Buoys	FLOORING REPLACEMENT	6,000
Millfield Lane Toilets	FLOORING REPLACEMENT	7,000
Equipment Store, Highgate Wood	LANDLORDS LIGHTING & POWER REWIRE	1,500
1 Sheppard Cottage	TIMBER TREATMENT	3,000
Men's Bathing Changing Enclosure	EXTERNAL/INTERNAL DECORATIONS	15,000
Men's Bathing Lifeguards Hut	EXTERNAL/INTERNAL DECORATIONS	3,500
Men's Bathing Pond Toilets	EXTERNAL DECORATIONS	3,000

Mixed Bathing Pond Complex	EXTERNAL DECORATIONS	8,500
General	CORPORATE IMAGE BOARDSREPLACEMENT/ DECORATION	6,000
The Pavilion	EXTERNAL DECORATIONS	5,000
Equipment Store, Highgate Wood	EXTERNAL DECORATIONS	3,500
1 Hornbeam Cottage	EXTERNAL DECORATIONS	7,000
1 Coronation Cottage	EXTERNAL DECORATIONS	4,000
2 Coronation Cottage	EXTERNAL DECORATIONS	4,000
1 Sheppard Cottage	EXTERNAL DECORATIONS	3,000
2 Sheppard Cottage	EXTERNAL DECORATIONS	3,000
Men's Bathing Life Buoys	INTERNAL DECORATIONS	3,500
Men's Bathing Pond Toilets	INTERNAL DECORATIONS	1,500
Mixed Bathing Pond Complex	INTERNAL DECORATIONS	1,500
The Pavilion	INTERNAL DECORATIONS (EXCLUDES CAFE)	5,000
Hill Garden 'The Shelter'	STONE STAIRCASE TO SHELTER OVERHAUL	20,000
Nursery Cottage	SECURITY ALARM REPLACEMENT	6,000
General	FENCING OVERHAUL & REDECORATIONS	25,000
Bothy Building	RAINWATER GOODS REPLACEMENT	3,000
Kenwood Yard	LIGHTING REPLACEMENT	6,000
General	KENWOOD NURSERY - WALL REPAIRS	30,000
Bothy Building	STONE COPINGS REPLACEMENT	15,000
Constabulary Building	CCTV REPLACEMENT	15,000
Handyman's Workshop and Stores	EXTERNAL DECORATIONS	6,000
Ladies Bathing Pond Building	EXTERNAL DECORATION (LARCH CLADDING)	15,000
General	GATES DECORATION	5,000
Lido Buildings Complex	DECORATIONS (LIDO)	15,000
Heathfield House Complex	RADIATORS REPLACEMENT	15,000
Meadow Lodge	RADIATORS REPLACEMENT	3,000
Lido Buildings Complex	BOOSTER SET REPLACEMENT (POOLSIDE)	5,000
One O'clock Club Building	ROOF SURVEY	2,500
Hill Garden 'The Shelter'	WALLS RENDERING & REDECORATION	15,000
Staff Yard and Changing Rooms	PUMPING STATION SURFACE WATER/PUMPS REPLACEMENT	15,000

Mess Room and Stores	ELECTRIC STORAGE HEATING REPLACEMENT	3,000
General	PATH RESURFACING	25,000
Bowling Green Men's Pavilion	PAVING OVERHAUL	3,500
Traditional Playground Building	RETAINING WALL OVERHAUL	15,000
General	FOOTPATH RESURFACING	15,000
Meadow Lodge	KITCHEN REFURBISHMENT	7,000
Tennis Courts and 3 Shelters	FENCING OVERHAUL/ REPLACEMENT (PHASE 2)	15,000
Lido Buildings Complex	FENCE OVERHAUL (STAINLESS STEEL)	2,000
One O'clock Club Building	FENCING REPLACEMENT (PERIMETER WOODEN)	15,000
One O'clock Club Building	EMERGENCY LIGHTING REPLACEMENT	5,000
One O'clock Club Building	LIGHTING REPLACEMENT	5,000
Adventure Playground Building	LIGHTING REPLACEMENT	5,000
Athletics' Track Pavilion Complex	FENCING DECORATION	10,000
Football Changing Rooms & RSPB Project Centre "The Hive"	FENCING REPLACEMENT	3,500
General	FENCING OVERHAUL/ DECORATIONS/ REPLACEMENT	7,000
Staff Yard and Changing Rooms	RAINWATER GOODS OVERHAUL (CAST IRON)	15,000
Cafeteria & Park Office	TOILET REFURBISHMENT (PARK OFFICE)	3,000
The Lodge, Kingswood Avenue	KITCHEN REFURBISHMENT	20,000
The Lodge, Kingswood Avenue	RAINWATER GOODS REPLACEMENT	2,500
Staff Yard Building Complex	LIGHTING & SMALL POWER REPLACEMENT (INC. WIRING AND DISTRIBUTION BOARD)	30,000
Staff Yard Building Complex	CCTV REPLACEMENT	15,000
Staff Yard Building Complex	ROLLER SHUTTERS REPLACEMENT ((GARAGES) (No. 11))	15,000
Meadow Lodge	LANDLORDS LIGHTING & POWER REWIRE	20,000
Cafeteria	ROLLER SHUTTER OVERHAUL (3 No.)	3,500
PH-Bandstand	LANDLORDS LIGHTING & POWER REWIRE	3,000
Lido Buildings Complex	PERIMETER WALL REPOINTING OVERHAUL	7,000

Lido Buildings Complex	LANDLORDS LIGHTING & POWER REWIRE	30,000
One O'clock Club Building	WINDOWS/DOORS OVERHAUL	6,000
One O'clock Club Building	CCTV REPLACEMENT	5,000
One O'clock Club Building	LANDLORDS LIGHTING & POWER REWIRE	7,000
Traditional Playground Building	WINDOWS OVERHAUL	6,000
Traditional Playground Building	CCTV REPLACEMENT	5,000
Athletics' Track Pavilion Complex	FIRST AID HUT FLOORING REPLACEMENT	3,000
Athletics' Track Pavilion Complex	CCTV REPLACEMENT	20,000
Staff Yard and Changing Rooms	WINDOWS REPLACEMENT (BOTHY-HEATH EXTESION)	6,000
Public Toilets and Store	ROLLER SHUTTERS OVERHAUL (MANUAL)	2,000
Bandstand, Queens Park	LANDLORDS LIGHTING & POWER REWIRE	1,500
The Lodge, Kingswood Avenue	WINDOWS REPLACEMENT	20,000
Queen`s Park	BANDSTAND - FLOORING REPLACEMENT	6,000
One O'clock Club Building	TOILET REFURBISHMENT	25,000
Adventure Playground Building	TOILET REFURBISHMENT	25,000
Athletics' Track Pavilion Complex	FIRST AID HUT EXTERNAL DECORATIONS	3,500
Athletics' Track Pavilion Complex	GARAGE STORE LIGHTING REPLACEMENT	1,500
Staff Yard Building Complex	TOILET REFUBISHMENT (STAFF BOTHY & OFFICES)	15,000
Athletics' Track Pavilion Complex	EXTERNAL DECORATIONS	7,000
Athletics' Track Pavilion Complex	FIRST AID HUT INTERNAL DECORATIONS	1,500
Staff Yard and Changing Rooms	EXTERNAL DECORATIONS	7,000
General	CORPORATE IMAGE BOARDS DECORATION	3,000
Staff Yard Building Complex	INTERNAL DECORATIONS	15,000
Athletics' Track Pavilion Complex	GARAGE STORE EXTERNAL DECORATIONS	2,000
Staff Yard and Changing Rooms	INTERNAL DECORATIONS ((CHANGING ROOMS) (TILING))	50,500
Staff Yard and Changing Rooms	INTERNAL DECORATIONS (PAINTING)	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - BRICKWORK OVERHAUL/SURVEY	60,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - ENGINEER TO MONITOR TIMBER STRUCTURES	5,000

Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - FENCING/RAILINGS OVERHAUL	25,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - HEALTH & SAFETY WORKS CONTINGENCY	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - PAVING OVERHAUL	25,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - REPOINTING	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - SECTION 1 GROUND LEVEL WALKWAY OVERHAUL	30,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - STAIRCASE OVERHAUL	30,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - STRENGTHENING WORKS	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA SURVEY/STORES OVERHAUL	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	STORE - DECORATIONS TO BELVEDERE STRUCTURE ENTRANCE/LOBBY	5,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	TARMAC PATH TO BELVEDERE AREA SURVEY/OVERHAUL	75,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	HILL GARDEN BOUNDARY WALL OVERHAUL	15,000
Kenwood Yard	SEWAGE PUMPING STATION REPLACEMENT	25,000
General	SURVEY - DRAINAGE	15,000
Public Toilets	WINDOWS REPLACEMENT	40,000
The Round House East Heath	EXTERNAL DECORATIONS	2,500
General	SIGNS REPLACEMENT	20,000
Hill Garden 'The Shelter'	INTERNAL DECORATIONS	3,500
	Total	£2,008,000

Summary of key Open Spaces media coverage: October to November 2020

Pro Landscaper	Coverage of news that London in Bloom judges have applauded a Square Mile 'rainbow' flower bed grown to honour key-workers fighting Covid-19. Chairman of the Open Spaces and City Gardens Committee Oliver Sells QC was quoted.	Trade	October 2020
Pro Landscaper	The publication reported on a new pop-up green space installed at Moor Lane. Oliver Sells QC, Chairman of the Open Spaces and City Gardens Committee, was quoted.	Trade	October 2020
<i>BBC Radio London</i> [Link unavailable]	<i>BBC Radio London</i> interviewed the Superintendent of Epping Forest on a rise in visitor numbers at the site during the COVID-19 lockdown.	National	October 2020
Evening Standard Page 659	There was coverage in the <i>Evening Standard</i> about the City Corporation's decision to temporarily close Hampstead Heath ladies' pond because of poor water quality. A City Corporation spokesperson was quoted.	National	October 2020
Ham&High	Anne Fairweather, Chair of the Hampstead Heath Management Committee, was quoted in the <i>Ham&High</i> in an article on the governance review by The Lord Lisvane.	Local	October 2020
Newham Recorder [viewable internally only]	The <i>Newham Recorder</i> reported on how West Ham Park has been recognised in the London in Bloom awards, Chairman of the West Ham Park Committee, Oliver Sells QC was quoted.	Local	October 2020
City A.M. Further coverage in Architects Journal (£), Estates Gazette , BD online , Building News and City Matters .	<i>City A.M.</i> ran a story about the winner of a design competition to transform the historic Finsbury Circus Gardens, the Square Mile's biggest green space and London's oldest public park. Chairman of the Open Spaces and City Gardens Committee Oliver Sells QC was quoted.	Trade	October 2020
Newham Recorder [Viewable internally only]	Chairman of the West Ham Park Committee Oliver Sells QC wrote about summer at the Park and celebrating this year's London in Bloom win.	Local	October 2020

<p>The Telegraph</p> <p>Further coverage of the prosecutions in The Times, The Metro, BBC London, Daily Mirror, The Sun, City Matters and the Yorkshire Post.</p>	<p><i>The Telegraph</i> ran a story about recent prosecutions at Epping Forest for illegal fungi foraging, and making people aware how picking mushrooms damages the forest. The Head of Conservation at Epping Forest, Jeremy Dagley, was interviewed.</p>	<p>National London</p>	<p>October 2020</p>
<p><i>BBC Breakfast</i> [link unavailable]</p> <p>Further coverage in BBC.</p>	<p><i>BBC Breakfast</i> [link unavailable] reported from Hampstead Heath's Parliament Hill Lido in a story on how studies with the Heath's cold water swimmers has helped new dementia research. Further coverage in BBC.</p>	<p>National</p>	<p>October 2020</p>
<p>Evening Standard</p>	<p>The <i>Evening Standard</i> quoted Hampstead Heath Management Committee Chair, Anne Fairweather, in a short diary story on new swimming charges at the Heath's Bathing Ponds.</p>	<p>National</p>	<p>October 2020</p>
<p>Newham Recorder</p>	<p>Chairman of the West Ham Park Committee, Oliver Sells QC, wrote in <i>Newham Recorder</i> with a message of thanks to all who care for the park.</p>	<p>Local</p>	<p>October 2020</p>
<p>Epping Forest Guardian</p>	<p>Coverage in Epping Forest Guardian on nine people being fined for illegal mushroom harvesting in Epping Forest. Chairman on the Epping Forest and Commons Committee, Graeme Doshi-Smith, was quoted.</p>	<p>Local</p>	<p>October 2020</p>
<p>The Daily Telegraph</p>	<p>Coverage in <i>The Daily Telegraph</i> on how Hampstead Heath's cold-water swimmers have helped new studies into dementia research.</p>	<p>National</p>	<p>October 2020</p>
<p>Epping Forest Guardian</p>	<p><i>Epping Forest Guardian</i> reported on Epping Forest's retention of its Green Flag Award status, recognising it as one of the best managed open spaces in the world. Chairman of the City Corporation's Epping Forest and Commons Committee, Graeme Doshi-Smith, was quoted.</p>	<p>Local</p>	<p>October 2020</p>
<p>Windsor Observer and Slough Observer</p>	<p><i>Windsor Observer</i> and <i>Slough Observer</i> reported on Burnham Beeches' Green Flag Award. Chairman of the City Corporation's Epping Forest and Commons Committee, Graeme Doshi-Smith, was quoted.</p>	<p>Local</p>	<p>October 2020</p>

Newham Recorder City Matters	Coverage in <i>Newham Recorder</i> and <i>City Matters</i> about how the City Corporation's parks and green spaces were awarded Green Flag Award status. Chairman of the Open Spaces Committee, Oliver Sells QC, was quoted.	Local London	October 2020
Ham & High and The World News	Coverage in <i>Ham & High</i> and <i>The World News</i> about parks and green spaces managed by the City of London Corporation which have won Green Flag Award status. Chair of the Hampstead Heath Management Committee, Anne Fairweather, was quoted.	Local Online	October 2020
City Matters	<i>City Matters</i> reported on a survey of Hampstead Heath swimmers' overwhelmingly positive response to safety measures introduced to manage the health concerns posed by COVID-19.	London	October 2020
Camden New Journal [Viewable internally only]	Chair of the Hampstead Heath management committee Anne Fairweather was quoted in the <i>Camden New Journal</i> in an article on the governance review by The Lord Lisvane. A spokesperson for the City of London Corporation was also quoted.	Local	October 2020
Ham and High	In an opinion piece in <i>Ham and High</i> , Chair of the City Corporation's Hampstead Heath Management Committee, Anne Fairweather, reported she had written to the Government calling for outdoor sport facilities to be allowed to stay open during the second national lockdown.	Local	November 2020
Horticulture Week (£)	Chairman of the Open Spaces Committee, Oliver Sells QC, was quoted in a piece on the London Collective's a new public survey looking at the future of London's parks and green spaces.	Trade	November 2020
Ham&High	Chair of the Hampstead Heath management committee, Anne Fairweather, was quoted in an article about calls for the Government to reconsider the closure of the Hampstead Heath Bathing Ponds. The story appeared on the front page.	Local	November 2020
Horticulture Week Further coverage in Forestry Journal	<i>Horticulture Week</i> reported that City Corporation Tree Management Officer David Humphries won an award for safeguarding London's trees. Chair of the Hampstead Heath, Highgate Wood and Queen's Park Committee, Anne Fairweather was quoted. (£)	Trade	November 2020

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