

CORPORATE PLAN'S AIMS:

2018 - 2023 CORPORATE PLAN

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



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



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

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

Department Activity



Key:

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

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

More than one division = Purple
Cem & Crem = Black
City Gardens & WHP = Dark Red
Epping = Brown
NLOS = Dark Blue
The Commons = Green
TB&M = Light Blue

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

Department Activity	Summary of OSD Activity <small>(link to OSD outcomes & Corporate Plan activity)</small>	Detail behind the Summary	Summary of OSD Activity <small>(link to OSD outcomes & Corporate Plan activity)</small>	Detail behind the Summary	Summary of OSD Activity <small>(link to OSD outcomes & Corporate Plan activity)</small>	Detail behind the Summary
<p>Key:</p> <p>The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities and projects are helping to achieve.</p> <p>The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities and projects are helping to achieve.</p> <p>More than one division = Purple Cem & Crem = Black City Gardens & WHP = Dark Red Epping = Brown NLOS = Dark Blue The Commons = Green TB&M = Light Blue</p>	<p>d)</p> <p>Engage with the local planning process to mitigate and protect against the impact of development on our open spaces</p> <p>(A4) (12b)</p>	<p>Mitigation strategies developed with host/neighbouring local authorities</p> <p>Comment on planning applications that affect our land &/or the openness and character of the open space</p> <p>Resist and abate encroachment</p> <p>Contribute to Local Authorities Local Plans and Supplementary Planning Documents</p>			<p>m)</p> <p>Make more effective use of IT and technology and adopt 'smarter' ways of working</p> <p>(C9) (9b)</p>	<p>Increase use of:</p> <ul style="list-style-type: none"> * Skype, SharePoint, iBase * online payments and bookings * on-line forms and apps to aid administrative functions, such as H&S inspections, fleet and playground checks etc <p>Develop opportunities for a cash-free environment</p> <p>Introduce COL's CRM</p> <p>Investigate the potential for augmented reality app's</p> <p>Roll out Wi-Fi across sites to allow more agile working</p> <p>Investigate use of Col's 24 hour out-of-hours service</p> <p>Contribute to the procurement review of cash collection service, Tree safety works and OPM</p> <p>Develop a name search facility for the online burial register system</p> <p>Use technology to improve efficiency and provide intelligent management information that can improve the way we work.</p>
	<p>e)</p> <p>Review security and access control provision</p> <p>(A3) (1c)</p>	<p>Review site security and public safety at identified entrances</p> <p>Review access control methods at the Lido</p> <p>Explore the potential for a secure exit facility at the Bridge's South Tower</p>			<p>n)</p> <p>Support the development and implementation of Asset Management Plans and Master Plans and influence the City Surveyors implementation of the Operational Property Review</p> <p>(C9, C10) (12a)</p>	<p>Develop and implement Epping Forest & Hampstead Heath Asset Management Plans</p> <p>Work with CS to develop Asset Management Plans for divisions other than Epping Forest and Hampstead Heath</p> <p>Work with CS to inform, influence and progress sites identified within the OPR</p> <p>Work with CS to develop a Masterplan for Heathfield House & Parliament Hill</p>
	<p>f)</p> <p>Protect and enhance our sites' biodiversity and determine the value of our green infrastructure</p> <p>(A4) (11b)</p>	<p>Progress the implementation of the grazing expansion plans at the Commons and Epping</p> <p>Implement the actions within the biodiversity arm of the Responsible Business Strategy</p> <p>Commence work to adopt a single approach to 'value our green infrastructure'</p> <p>Monitor and report returning / new habitats within our open spaces</p> <p>Deliver habitat improvements to south meadow and complete extension of wildlife garden at West Ham Park</p> <p>Submit a bid to the Secretary of State which enhances Burnham Beeches natural habitats, biodiversity and visitor experience.</p> <p>Progress the potential for Cousldon Common and the London Borough of Croydon's Happy Valley to be declared a National Nature Reserve</p>			<p>o)</p> <p>Maintain our regional and national influence in relation to environmental, open space, burial, heritage and tourism matters</p> <p>(C10) (11d)</p>	<p>OPM and our work with the Forestry Commission</p> <p>Action Oak initiative</p> <p>National Park City</p> <p>Green Arc for London</p> <p>Use of S35 status to influence/deliver NE's NNR Strategy</p> <p>Develop our grave reuse and reclamation programme as a model system for creating the sustainable UK</p>
					<p>q)</p> <p>Develop our apprenticeship programme and volunteering opportunities across the Department</p> <p>(C12) (8d)</p>	<p>Review the 'Enjoying Green Spaces & the Natural Environment' grant aid scheme to maximise it's benefit and value.</p> <p>Finalise the Volunteer tool-kit</p> <p>Maintain a rolling programme of apprenticeships across the Department where funded Corporately</p> <p>Provide opportunities for apprenticeship progression from Level 2 to Level 3</p> <p>Consider requests for internal levy funded training where operationally sustainable</p> <p>Work with partners to identify new opportunities for skills development</p>
					<p>r)</p> <p>Commence the process for prioritisation of service delivery to mitigate efficiencies and establish sustainable long term service provision</p> <p>(C9) (5c)</p>	<p>Review what we are providing</p> <p>Clarify our long term (5+ years) Departmental service delivery priorities</p> <p>Consider alternate methods of service delivery</p> <p>Determine our long term approach to deliver sustainable, efficient, value for money services.</p>