

We protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible & welcoming

Our ambitions are that:

- Our habitats are ecologically thriving and diverse ♠
- **Our places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise are high quality, inclusive and accessible to all** 🔄
- **Our heritage is preserved and we share history and stories through our spaces and buildings** 🌟
- **We provide leadership which is grounded in our innovative practices, knowledge and expertise** ☆

What we do is: Protect and provide access to green space, preserve heritage, share the story of London, and provide valued and affordable burial and cremation services in a beautiful heritage environment:

	Our budget is:		
	Expenditure (£000)	Income (£000)	Net cost (£000)
City Gardens	2277	379	1898
Epping Forest	7416	1512	5904
Hampstead Heath, Highgate Wood, Queen's Park & Keats House	11464	3116	8348
Monument	535	665	-130
The Commons (Burnham Beeches, Stoke Common and City Commons)	2905	366	2539
Tower Bridge	6881	5796	1085
West Ham Park	1381	142	1239
City of London Cemetery & Crematorium	5195	4656	539
Total	38054	16632	21422

Service Objectives:

- **Protect and conserve the ecology, biodiversity and heritage of our sites.** ♠🌟☆
- **Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours.** 🌟
- **Enrich experiences by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities.** 🔄☆
- Improve the health and wellbeing through access to green space and recreation 🔄 ☆
- **Improve service efficiency and workforce satisfaction** 🌟

Corporate programmes and projects

- Ensure efficient use of property and reduction in maintenance costs (Operational Property Review) 🌟
- Introduce more effective ways of working (Accommodation & Ways of Working Programme) 🌟
- **Support the development of asset management plans and master plans for each site** 🌟

What we'll measure:

Service outcomes

- Ecological condition ♠
- **Visitor experience** 🔄
- Green Flags and Green Heritage awards ♠🔄🌟
- Knowledge of learning participants 🔄
- Intention of learning participants to visit again 🔄
- **Volunteering participation and experience** 🔄
- **Condition of heritage assets** 🔄🌟

Departmental programmes and projects

- **Ensure our services are inclusive, accessible and welcoming to all (Equalities Board)** ⚙️
- **Continuously develop the visitor offer at the department's heritage attractions in terms of content, processes, technology and customer service** ⚙️*
- Increase participation and improve management of sports (Sports Programme) ⚙️
- Protect our open spaces and generate income from Wayleaves Programme ⚙️
- **Develop and deliver fundraising options (Fundraising Board)** ⚙️
- **Increase income generation and ensure appropriate and transparent charging (Promoting our Services Programme)** ⚙️
- Deliver opportunities arising from improved management capability from the Open Spaces Bill ⚙️
- Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme) ⚙️
- Reduce fleet operating and maintenance costs (Fleet Programme) ⚙️

How we plan to develop our capabilities this year

- **Improve our understanding and demonstration of impact, including improving the collection and utilisation of appropriate and informative data** ⚙️★
- Review and improve our approach to consultation and engagement ⚙️
- **Embrace and implement new technologies to modernise and enhance business processes** ⚙️
- **Structured approach to reviewing of departmental policies** ★
- **Participate in sector research and share expertise** ⚙️💧
- **New department – develop our synergies, improve practices, welcome new comers** ★
- **Culture – focusing on departmental collaboration and sharing of expertise** ★

What we're planning to do over the following years

- Explore and develop options for Wanstead Flats and Bunhill Fields ⚙️★
- **Establish a fully accessible education facility at Tower Bridge** ⚙️*
- **Achieve a stand-alone visitor centre at the Monument** ⚙️*
- **Develop the cultural profile of the department's heritage attractions** ⚙️*
- Use GIS to support management of sites and enhance visitor information ⚙️
- **Develop and implement a fundraising strategy for the parts of the department operating as Charitable Trusts** ⚙️*
- Develop a sustainable model for delivering learning ⚙️★
- Complete the process of land registration 💧⚙️

What we'll measure:

Service outputs

- Number and market share of burials and cremations ⚙️
- Sports played and efficiency of use: tennis, golf, football ⚙️
- **Customer service standards** ⚙️*

Operational

- **Accreditations** ⚙️
- **Staff satisfaction** ⚙️
- **H&S accident investigation** ⚙️
- **Sickness absence** ⚙️
- **Utility consumption** ⚙️
- **Electricity generation** ⚙️
- **Website visits and social media engagement** ⚙️

Financial

- **Income** ⚙️