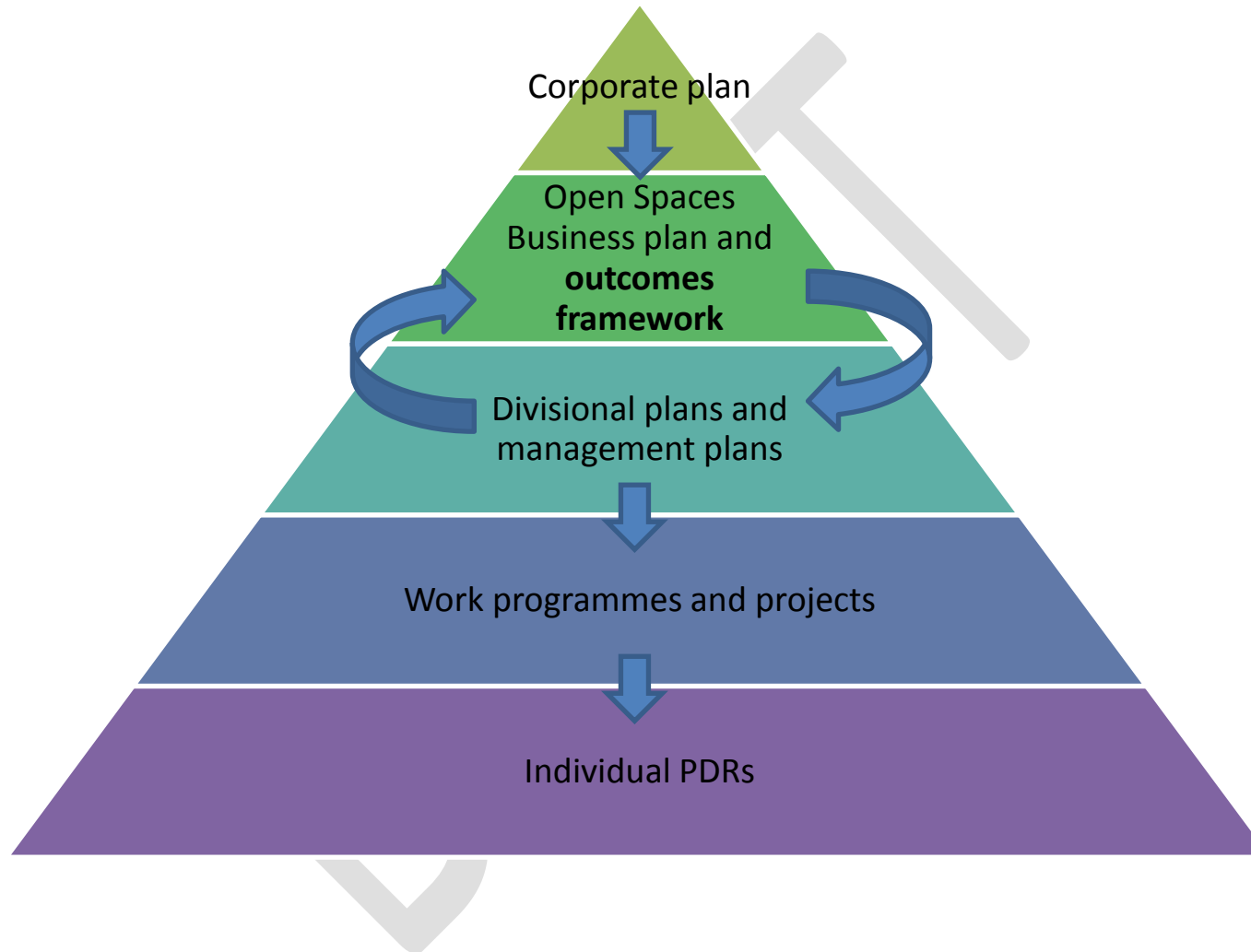


## Draft Open Spaces outcomes framework



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	Our DRAFT outcomes	Measures	Link to our business plan	Linked draft corporate plan outcome statement
<b>1</b>	<b>1. Habitats and biodiversity are conserved, enhanced and resilient</b>			
1a	The Open Spaces provide high quality, thriving habitats whose value and biodiversity is optimised	<p>Green flags</p> <p>Favourable or improving rating</p> <p>% active managed</p> <p>Current management plan for each site</p> <p>All management activities are compliant with environmental legislation</p> <p>Conservation targets from Nature of the City (these may need review)</p>	All our habitats are ecologically thriving and diverse	<p>Providing access to thriving and bio-diverse green spaces for physical activity, recreation and learning</p> <p>Unlocking the full potential of our many assets: our heritage</p>

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1b	The Open Spaces contribute to London's green infrastructure	<p>No loss of COL open space to encroachment</p> <p>Recommendation from the Green Infrastructure Taskforce to investigate Natural Capital Accounting</p>	All our habitats are ecologically thriving and diverse	<p>Promoting greening and animation of buildings and streetscapes</p> <p>Creating and transforming buildings, streets and spaces to make places for people to admire and enjoy</p> <p>Building resilience to natural and manmade threats by protecting an adapting our building environment and infrastructure</p> <p>We are responsible for...significant parts of London's green belt and natural heritage</p>
1c	Ecosystem services support air quality, climate change mitigation, carbon sequestration, flood reduction	<p>External research (i.e. impact of activity)</p> <p>NOTE: this is an emerging and complex area – we need to further consider our approach this field, one aspect could be natural capital accounting.</p>	All our habitats are ecologically thriving and diverse	Building resilience to natural and manmade threats by protecting an adapting our building environment and infrastructure

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2	2. Our heritage and landscapes are inspiring			
2a	Our heritage assets and landscapes are in good condition	<p>Entries on the Heritage at Risk Register</p> <p>Green Heritage accreditation</p> <p>Museum accreditations</p>	Our heritage is preserved and we share history and stories through our spaces and buildings	<p>Protecting, curating and promoting world-class heritage assets, cultural attractions and events</p> <p>Unlocking the full potential of our many assets: our heritage</p>
	Our heritage assets and landscapes are physically and intellectually accessible to all	User surveys	Our heritage is preserved and we share history and stories through our spaces and buildings	<p>Protecting, curating and promoting world-class heritage assets, cultural attractions and events</p> <p>Unlocking the full potential of our many assets: our heritage</p>
2b	The history of our spaces is shared and understood, people feel inspired by and connected to our historic sites and landscapes	<p>Customer care standards at Tower Bridge Exhibition</p> <p>VAQAS</p> <p>User surveys</p>	Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all	Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve
	The character and environs of our landscapes are protected	<p>Strategic views</p> <p>Adverse planning decisions</p>	Protect and conserve the ecology, biodiversity and heritage of our sites	<p>Providing access to thriving and bio-diverse green spaces for physical activity, recreation and learning</p> <p>Protecting, curating and promoting world-class heritage assets, cultural attractions and events</p>

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3	3. Our communities enjoy good health and wellbeing			
3a	Our communities have access to green space, facilities and opportunities for physical exercise	<p>Green flag</p> <p>Sport played</p> <p>Condition of sports facilities</p> <p>Progression within sports</p> <p>Users of sports services reflective of local community</p> <p>External research (i.e. impact of activity)</p>	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p> <p>Improve the health and wellbeing through inclusive access to green space and heritage</p>	<p>Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services</p> <p>Reducing health inequalities through outreach and better service design</p>
3b	Mental good health is supported through our spaces and activities	External research (i.e. impact of activity)	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p> <p>Improve the health and wellbeing through inclusive access to green space and heritage</p>	<p>Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services</p> <p>Reducing health inequalities through outreach and better service design</p>

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3c	People feel an increased connection to green spaces	<p>% learning programme participants who are more knowledgeable and % who intend to visit with their families</p> <p>Directly supervised, indirectly supervised and unsupervised volunteering</p>	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p> <p>Improve the health and wellbeing through inclusive access to green space and heritage</p>	Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services
3d	People are safe and feel safe on our sites	<p>Crime committed at sites</p> <p>User survey</p>	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p>	<p>Safeguarding children, young people and vulnerable adults</p> <p>Protecting consumers and users of buildings, roads and open spaces</p> <p>Reassuring people about safety</p>
3e	Children and vulnerable adults are safeguarded	<p>Safeguarding referrals</p> <p>Training completion</p>		Safeguarding children, young people and vulnerable adults
3f	Respectful disposal and commemoration of the dead	<p>Numbers of burials and cremations; market share</p> <p>Compliance with CMP</p>	Provide respectful commemoration and disposal of the dead in a beautiful heritage environment	We are responsible for...the Square Mile's local authority services

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<b>4</b>	<b>4. Social mobility and skills are enhanced</b>			
4a	Social cohesion and inclusion are increased through access to our sites and activities	Possible measures from the developing volunteering framework		<p>Providing and maintaining appropriate housing, workspaces and community facilities and helping people access them</p> <p>Facilitating opportunities for communities to come together and to consider and accommodate each other's needs</p> <p>Reaching out to vulnerable people, providing sanctuary and facilitating activities that support social wellbeing and prevent social isolation, violence and extremism</p>
4b	Skills are developed and access to employment facilitated	<p>Number of apprentices (eventually, apprentice completions and apprentice destinations)</p> <p>Volunteering</p> <p>Learning programme</p>	Provide apprenticeships within the department	<p>Promoting effective transitions from education to employment</p> <p>Increasing employment opportunities and chances and thereby social mobility</p>
<b>5</b>	<b>5. Communities are enriched, engaged and empowered</b>			
1c	Green spaces and heritage assets support "liveable London" and the City's competitiveness	External research (i.e. impact of activity)	Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all	<p>Promoting the City, London and UK as attractive and accessible places to work...</p> <p>Creating an enriching environment to attract and engage the City's current and future workers</p>

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5a	Volunteers feel supported, engaged and valued	<p>Directly supervised, indirectly supervised and unsupervised volunteering</p> <p>Volunteer evaluation framework</p> <p>NOTE: a corporate volunteering strategy is being developed</p>	<p>Enrich lives by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities</p>	<p>Creating an enriching environment to attract and engage the City's current and future workers</p> <p>Unlocking the full potential of our many assets: our stakeholders and partnerships</p>
5b	Lives are enriched	<p>Participation at events</p> <p>Learning participation</p> <p>Volunteering experience</p> <p>User surveys</p>	<p><b>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</b></p> <p>Enrich lives by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities</p> <p>Ensure our services are inclusive, accessible and welcoming to all (Equalities Board)</p>	<p>Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve</p>
5c	People access spaces with increasing confidence and independence	<p>Learning participation</p>		<p>Nurturing a relevant and sustainable skills pipeline</p> <p>Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve</p>



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5d	Communities come together			<p>Providing and maintaining appropriate housing, workspaces and community facilities and helping people access them</p> <p>Facilitating opportunities for communities to come together and to consider and accommodate each other's needs –</p>
5e	Our communities advocate for our sites and value green space and heritage assets			<p>Bringing individuals and organisations together to create public value and gain positive experiences through giving time, skills, knowledge and money</p> <p>Unlocking the full potential of our many assets: our stakeholders and partnerships</p>
<b>6</b>	<b>6. Our business practices are responsible</b>			
6a	Our operations are environmentally sustainable	<p>Utility and fuel consumption.</p> <p>Electricity generation</p>	<p>Embed efficiency and financial sustainability across our activities and continuously develop our income generating endeavours.</p> <p>Ensure efficient use of property and reduction in maintenance costs (Operational Property Review)</p> <p>Introduce more effective ways of working (Accommodation &amp; Ways of Working Programme)</p> <p>Support the development of asset management plans and master plans for each site</p>	<p>Championing responsible practices to improve economic, social and environmental outcomes</p> <p>Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices</p>

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	Our operations are financially sustainable	Performance against budget  Funds contributed to BHE	Embed efficiency and financial sustainability across our activities and continuously develop our income generating endeavours.	Championing responsible practices to improve economic, social and environmental outcomes
6c	We develop, evaluate and share innovative practices	Published research	<b>We provide leadership which is grounded in our innovative practices, expertise and research</b>	Unlocking the full potential of our many assets: our staff, our data and technology  Being relevant, responsible, reliable and radical  Displaying passion, pace, pride and professionalism
6d	We generate green energy and reduce our overall energy consumption	Utility and fuel consumption.  Electricity generation	Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme)	Championing responsible practices to improve economic, social and environmental outcomes  Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices
6e	Our research is high quality and our decisions are evidence based	Published research	<b>We provide leadership which is grounded in our innovative practices, expertise and research</b>	Unlocking the full potential of our many assets: our staff, our data and technology
<b>7. We have an engaged, empowered and valued workforce</b>				

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7a	Our staff are engaged and developed	Internal progression  Delivery of new approach to workforce planning  Staff survey	Embed responsible business practices and ensure are workforce are supported and developed  Workforce planning: ageing workforce, ensure workforce is reflective of the community we serve	Championing responsible practices to improve economic, social and environmental outcomes  Unlocking the full potential of our many assets: our staff  Being relevant, responsible, reliable and radical  Displaying passion, pace, pride and professionalism
	Our staff are healthy and empowered	Staff surveys  Sickness rates (and causes)	Embed responsible business practices and ensure are workforce are supported and developed	Championing responsible practices to improve economic, social and environmental outcomes  Unlocking the full potential of our many assets: our staff  Being relevant, responsible, reliable and radical  Displaying passion, pace, pride and professionalism
<b>8. We reach out, influence and provide leadership outside of our sites</b>				
	We positively influence the provision of green spaces and heritage through our sector leadership		<b>We provide leadership which is grounded in our innovative practices, expertise and research</b>	Championing responsible practices to improve economic, social and environmental outcomes  Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices

## Draft Open Spaces outcomes framework

### Key issues from the draft corporate plan

London nurtures and has access to the skills and talent it needs

- Promoting the City, London and UK as **attractive** and accessible places to work...
- Nurturing a relevant and sustainable **skills pipeline**

The City positively impacts people and the environment

- **Championing responsible practices** to improve economic, social and environmental outcomes
- **Facilitating the giving of time, skills, knowledge** and money to support achievement of positive social and environmental outcomes
- **Leading by example; demonstrating our own commitment and achievements** as well as encouraging other organisations and individuals to make responsible choices

The Square Mile is the ultimate flexible working spaces – inspiring, dynamic and secure

- Creating an **enriching environment** to attract and engage the City's current and future workers
- **Building resilience** to natural and manmade threats by protecting and adapting our building environment and infrastructure

The Square Mile has outstanding public spaces, heritage, hospitality and retail

- Creating and transforming buildings, streets and **spaces to make places for people to admire and enjoy**
- Promoting **greening and animation of buildings and streetscapes**
- **Protecting, curating and promoting world-class heritage assets, cultural attractions and events**

The Square Mile is a focal point for world-class creativity and culture

- Curating and driving delivery of Culture Mile, an internationally distinctive destination and catalyst for **innovation, learning and collaboration** both across and beyond the Square Mile
- Building a Cultural Education Partnership - Culture Mile Learning - to increase access and opportunities for **enrichment, inspiration and learning**

People are safe and feel safe –

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- **Safeguarding** children, young people and vulnerable adults
- **Protecting consumers and users** of buildings, roads and open spaces
- **Reassuring people about safety**

People enjoy good health and wellbeing

- Providing access to **thriving and bio diverse green spaces for physical activity, recreation and learning**
- Providing a clean urban environment and **facilities that support healthy lifestyles** –
- Raising awareness of factors affecting **mental and physical health** to promote self-management as well as sign-posting to and providing activities and services –
- **Reducing health inequalities** through outreach and better service design

People have access to suitable accommodation in cohesive communities

- Providing and maintaining appropriate housing, workspaces and **community facilities and helping people access them**
- Facilitating **opportunities for communities to come together** and to consider and accommodate each other's needs –
- Reaching out to vulnerable people, providing sanctuary and facilitating activities that **support social wellbeing and prevent social isolation**, violence and extremism

People lead enriched lives and can reach their full potential

- Providing access to world-class **education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve**
- Promoting effective **transitions from education to employment**
- Increasing employment opportunities and chances and thereby **social mobility**
- Bringing individuals and organisations together to create **public value** and gain positive experiences through giving time, skills, knowledge and money