



Open Spaces and City Gardens

APPENDICES

Date: THURSDAY, 7 JULY 2022

Time: 10.00 am

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

Members:

Caroline Haines (Chair)	Wendy Mead
Andrew McMurtrie (Deputy Chairman)	Benjamin Murphy
Deputy Graeme Doshi-Smith	Oliver Sells QC
Alderman Ian David Luder	Alderman Gregory Jones QC (Ex-Officio Member)
Catherine McGuinness	William Upton QC (Ex-Officio Member)

Enquiries: Chloe Ainsworth
Chloe.Ainsworth@cityoflondon.gov.uk

John Barradell
Town Clerk and Chief Executive

AGENDA

5. **DIRECTOR'S REPORT**

Report of the Executive Director Environment.

For Discussion
(Pages 3 - 10)

7. **QUEEN'S GREEN CANOPY REPORT**

Report of Executive Director Environment.

For Information
(Pages 11 - 12)

10. **RISK MANAGEMENT UPDATE REPORT**

Report of Executive Director Environment.

For Information
(Pages 13 - 14)

APPENDIX 1

July 2022

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
26	27	28	29	30	1	2
3	4	5	6	7	8	9
				Open Spaces City Gardens Committee. West Ham Park Committee.		Epping Forest and Commons Committee Saturday Committee Visit.
10	11	12	13	14	15	16
	Epping Forest and the Commons Committee.			Friends of West Ham Park AGM.	HAFS summer Fair	- Burnham Beeches and Stoke Common Consultative Group meeting. - " Give it a Go" @Hampstead Heath.
17	18	19	20	21	22	23
	CHL Committee.					
24	25	26	27	28	29	30
						The Newham Walk.
31	1	NOTES				

August 2022

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
					Bat Walks @WHP	
28	29	30	31	1	2	3
4	5	NOTES				

September 2022

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
28	29	30	31	1	2	3
		DRAFT		Lord Mayor's annual visit to Burnham Beeches.	Lord Mayor's annual visit to Burnham Beeches.	
4	5	6	7	8	9	10
	Hampstead Heath Consultative Committee.					EFCC visit to Kenley Common.
11	12	13	14	15	16	17
	EFCC Committee					
18	19	20	21	22	23	24
	CHL Committee.			Friends of West Ham Park meeting.	Bat Walks @WHP.	Ashted Common Consultative Group meeting.
25	26	27	28	29	30	1
			HHHWQP			
2	3	NOTES				

Appendix 2

The Five key strategies

Key Performance Indicators

1. Conservation strategy

Building on over 700 years of collective protection of the natural environment, our objective is to further enhance biodiversity, aid nature recovery, improve climate resilience and deliver on international commitments by acting on global warming.



All sites with approved, current management plans covering their geographic entirety

Target 2024



No loss of open space or buffer land to unauthorised encroachment



The Five key strategies

Key Performance Indicators

2. Visitor and destination strategy

To consolidate our core business activities to ensure our sites deliver an appealing and distinctive service that attracts and retains new and existing visitors and better meets our financial objectives.



25,000,000+
Visitors annually to all Open Spaces



A broad range of visitors, visiting for a variety of diverse and recreational purposes.



4,200,000 hits
Web traffic and social media followers

The Five key strategies

Key Performance Indicators

3. Community engagement strategy

To actively engage with local communities to encourage participation, understanding and support for the protection and enhancement of our spaces.



c1000 volunteers and approx. 72,000 hours

An increased volunteer network and an actively and positively engaged wider community.

**15
Green
Flags**



Epping Forest recognised as a consistently high-quality tourist and visitor attraction.

The Five key strategies

Key Performance Indicators

4. Charity income strategy

To assess the opportunities for revenue generation. Members are encouraged to seek out sponsorship opportunities from businesses within their respective Wards.



Increased and diversified annual income sources and an increase in sponsorship opportunities and partnerships.



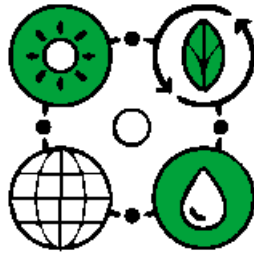
A sustainable, responsive business model.

The Five key strategies

Key Performance Indicators

5. Learning strategy

To reduce inequalities in education and wellbeing, facilitate learning through active engagement with our green spaces, and develop nature connection as a foundation for pro-environmental behaviours.

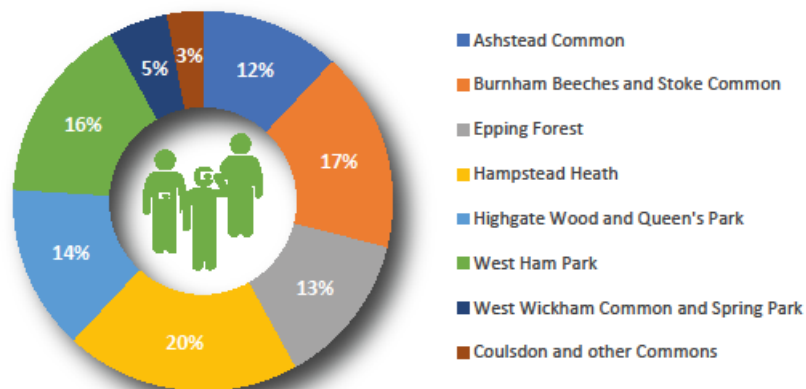


Increased understanding and awareness of Forest's biodiversity importance.



Visitors are well informed and directed to more sustainable locations in the Forest.

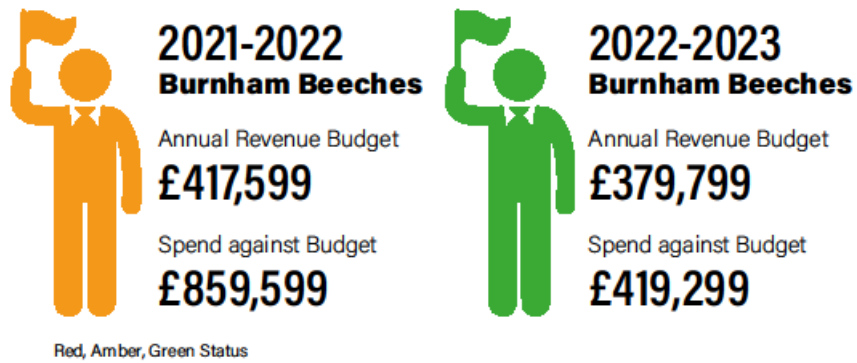
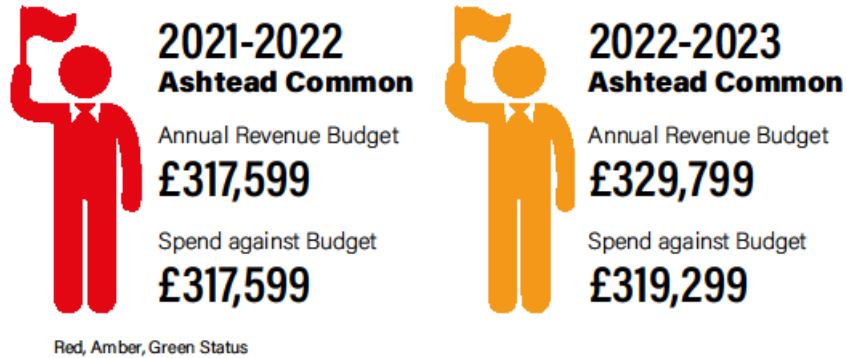
Total Visitor Numbers to Open Spaces 25,000,000



Percentage of Visitor Numbers by charity

Draft illustration of Annual Revenue Budget and Spend against Budget for each Charity showing Risk Status (Reds, Amber, Green and annual movement)
2012-2022 to 2022-2023

*Not actual figures



Natural Environment Cross-Divisional Risks

Reference	Likelihood Criteria	Impact Criteria	Previous Risk Status Red-Amber-Green	Current Risk Status Red-Amber-Green
ENV-NE 001 Health and safety	Likely 4	Major 4	RED 16	RED 16
ENV-NE 002 Extreme weather and climate change	Possible 3	Major 4	RED 16	AMBER 12
ENV-NE 003 Repair and maintenance of buildings and structural assets	Likely 4	Extreme 8	RED 16	RED 24
ENV-NE 004 Pests and diseases	Likely 4	Major 4	AMBER 12	RED 16
ENV-NE 005 Impact of development	Possible 3	Major 4	RED 16	AMBER 12
ENV-NE 006 Maintaining the City's water bodies	Likely 4	Extreme 8	RED 24	RED 24
ENV-NE 007 Wanstead Park Reservoirs	Likely 4	Extreme 8	RED 24	RED 24
ENV-NE 008 Accelerated long-term damage to sites	Likely 4	Major 4	AMBER 12	RED 16
ENV-NE 009 Budget reduction and income loss	Likely 4	Major 4	RED 16	RED 16

	Date		Description	Risk	Completed	Attendees
Queen's Jubilee Events - April 2022 - March 2023						
The Queens Platinum Easter funfairs	09/04/2022-18/04/2022				Y	
Burnham Beeches - 'Platinum Jubilee trail'	28/04/2022 - 05/06/2022	Education			Y	
Burnham Beeches 'Platinum Jubilee Spotter sheet'	28/04/2022 - 05/06/2022	Education			Y	
The Queen's Platinum Jubilee Central Weekend 2022	02/06/2022 - 05/06/2022		Event locations in the City. Licensing hours will be relaxed for the Jubilee weekend.	Road Closures - Risks to be managed by licensing. Event locations TBC	Y	
West Ham Park - decorating flower pots	02/06/2022 1-4pm	Education	The activity would be held in the community vegetable garden and children would plant up and decorate their own flowerpot and take seeds home		Y	250
Hamstead Health Jubilee Events - Beacon Lighting, music, fireworks etc.	02/06/22	Education		Fire. Specialised stewards on site to assist with the beacon lighting	Y	
Beacon lighting located on City Owned Theydon Green	02/06/22	Education	Beacon lighting / events		Y	
Ashted Common - Guided Walk of Ancient Trees	03/06/2022 - 05/06/2022	Education	Relatively low profile. Guided walk with rangers to look at ancient trees	N/A	Y	
Illuminated River Project	02/06/2022 - 06/06/2022		Illuminated River to honour Her Majesty The Queen's Platinum Jubilee in unique light sequence			
In Celebration of Royalty Guided Walk	Weds in June	Education				
Post Jubilee - June onwards						
Queens Platinum jubilee kite show on Parliament Hill	26/06/22					
Queens Platinum jubilee Give it a go day	17/07/22	Education				
Queens Platinum jubilee memorial concert with John Etheridge and Vimala Rowe	22/07/22					
Queens Platinum jubilee Duathlon – Swim and Run	03/09/22	Education				
City Guide Walks - A Right Royal City	Fri and Sat until 30/09/2022	Education	A Right Royal City Tickets, Multiple Dates Eventbrite			
Jubilee Exhibition - St Paul's, the Monarch and the Changing World	25/05/2022-01/12/2022	Education				
Christmas day Queens Platinum jubilee Christmas day races and Dip	25/12/22					
Royal Jubilee Bells at St James Garlickhythe	Various Dates	Education	St James Garlickhythe: Royal Jubilee Bells			
Tree planting locations - Planting Season (March 2022)						
Tree Planting - Epping Forest, Gifford Wood.	20/03/22	Tree planting	Singular Tree planting in Epping Forest. Planted at the end of commonwealth week.	N/A	✓	
Lord Mayor Tree Planting Event	21/03/22	Tree planting	Tree planting in Whittington Gardens to commemorate the Queen's Jubilee.	N/A	✓	
Designation of 8 trees on Vine Street	01/04/22	Tree planting	Pride of India and Japanese zelkova planted on Vine Street to be designated as QGC			
Announcement and designation of Ancient Woodlands	01/05/22	Ancient Woodlands / Trees	Ashted Common, Burnham Beeches and Epping Forest have all been allocated thus far.	Minimal		

	01/05/22	Ancient Woodlands / Trees	Black Mulberry Tree (Keat's House)			
End of planting season - to be resumed October 2022						
Jubilee Grove Planting at Wanstead Flats	Oct 22- March 23	Tree planting	Tree planting in commemoration of the Jubilee / Commonwealth			
Master Educator Planting	Oct 22- March 23	Tree planting				
Area Dean for the CoL	Oct 22- March 23	Tree planting				
Masons Company - Proposed tree planting on the east side of Basinghall Street	Oct 22- March 23	Tree planting				
Bloomberg Involvement	TBC	TBC	Potential to sponsor advertisement, 'tree trail' emphasis on education.			
Roof Terrace Project	TBC	Tree planting	Reaching out to London businesses to sense whether there is an interest in planting trees, in pots, on roof terraces.			
Burnham Beeches - Lord Mayor to pollard a Beech Tree	TBC	Education / tree planting	Date to be confirmed			
London Borough Planting - 33 Trees for each of the London Boroughs	Oct 22- March 23	Tree planting	To be planted in Hampstead Heath			
City Security Council	Oct 22- March 23	Tree planting	To plant a tree in the City. Needing approval at Committee Level from the CSC.			
The Company of Nurses	Oct 22- March 23	Tree planting				
Queen's Quay Tree Planting - 4 trees in pots	TBC	Tree planting				
City of London Police	Oct 22- March 23	Tree planting				
Additional events taking place - March 22-March 23						
Keats House - Black Mulberry Tree Plaque Unveiling	15th July	Event	Plaque unveiling - culture, heritage and libraries committee attending			
"Environmental Day"	Sep-22	Education	City owned schools to attend a learning day at Epping Forest, to receive a tree to take home and nurture before planting in October. Events to be organised.			
Master of Educator Seminar: Educating the City: Learning through Inspirational Partnerships	29th Nov 22 12th	Education				
LORD MAYOR'S SHOW - QGC and Epping Forest	November	Event	Procession for LM show, with QGC and Epping Forest			
Sir Roger Gifford's Memorial project	Oct-22	Tree planting	Memorial Planting - Lord Mayor and party to be in attendance for the late Lord Mayor. 3 Trees in Gifford Wood, Silver Birch Trees	Lord Mayor in attendance.		
Tree Trail - rebranding tree trial 2018 as Queen's Jubilee. Potential.	Post tree planting	Education combined with Tree planting				

KPIs:

Number of Trees planted - October 2021-March 2023
Number of Schools attending events, etc.
Number of events hosted
Advertisement - Physical / Social media
Funding - Sponsorship Received
Number of applications to plant in the City



City of London Corporation Risk Matrix (Black and white version)

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 right (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 (D) below, a green risk is one that just requires actions to maintain that rating.

(A) 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)

(B) 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.

(C) Risk scoring grid

Likelihood	X	Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
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

(D) Risk score 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.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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