



Open Spaces, City Gardens & West Ham Park Committee

Date: MONDAY, 15 APRIL 2013

Time: 11.30 am

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

Members: Alderman Robert Hall (Chairman)
Alex Deane
Alderman Ian Luder
Deputy Wendy Mead
Deputy Michael Welbank
Alderman Gordon Haines (Ex-Officio Member)
Barbara Newman (Ex-Officio Member)
Jeremy Simons (Ex-Officio Member)
Vacancy
Vacancy
Vacancy

For Consideration of business relating to West Ham Park Only:

| | |
|-------------------------|--|
| Richard Gurney | - The heir-at-law of the late John Gurney |
| Catherine Bickmore | - Nominated by the heir-at-law of the late John Gurney |
| Robert Cazenove | - Nominated by the heir-at-law of the late John Gurney |
| Justin Meath-Baker | - Nominated by the heir-at-law of the late John Gurney |
| The Rev. Stennett Kirby | - Nominated by the Benefice of West Ham Park |
| Councillor Joy Laguda | - Nominated by the London Borough of Newham |
| Cllr Bryan Collier | - Nominated by the London Borough of Newham |

Observers: Verderer Peter Adams - Observer Nominated by the Epping Forest & Commons Committee
Tony Ghilchik - Observer Nominated by the Hampstead Heath, Highgate Woods, and Queen's Park Committee

Enquiries: Jacky Compton
Tel. no: 020 7332 1174
jacky.compton@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS IN THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman pursuant to Standing Order 30.
For Decision
4. **MINUTES**
To agree the public minutes and summary of the meeting held on 4 February 2013 (copy attached).
For Decision
(Pages 1 - 8)

Part A - West Ham Park

5. **SUPERINTENDENT'S UPDATE**
The Superintendent of West Ham Park & City Gardens to be heard.
For Information
6. **WEST HAM PARK NURSERY BUSINESS PLAN PROGRESS REPORT**
Report of the Director of Open Spaces (copy attached).
For Information
(Pages 9 - 16)
7. **PROVISIONAL ADDITIONAL WORKS PROGRAMME 2014/15**
Report of the City Surveyor (copy attached).
For Decision
(Pages 17 - 24)

Part B - Open Spaces

8. **CURRENT TOPICAL ISSUES FOR OPEN SPACES**
Director of Open Spaces to be heard.
For Information
9. **OPEN SPACES DEPARTMENT BUSINESS PLAN 2013/2016**
Report of the Director of Open Spaces (copy attached).
For Decision
(Pages 25 - 98)

10. OPEN SPACES AUDIT REPORT 2012

Report of the Director of the Built Environment (copy attached).

For Information
(Pages 99 - 102)

Part C - City Gardens

11. SUPERINTENDENT'S UPDATE

The Superintendent of West Ham Park & City Gardens to be heard.

For Information

12. RESULTS OF A FACE-TO-FACE SURVEY OF USERS AND NON-USERS OF THE CITY'S OPEN SPACE

Report of the Director of Open Spaces (copy attached).

For Information
(Pages 103 - 200)

13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

14. URGENT ITEMS

15. 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 as follows:-

| <u>Item No.</u> | <u>Paragraphs in Schedule 12A</u> |
|-----------------|-----------------------------------|
| 16 | 3 |
| 17-18 | - |

Part 2 - Non-Public Agenda

16. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 4 February 2013 (copy attached).

For Decision
(Pages 201 - 202)

17. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

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

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Agenda Item 4

OPEN SPACES, CITY GARDENS & WEST HAM PARK COMMITTEE **Monday, 4 February 2013**

Minutes of the meeting of the Open Spaces, City Gardens & West Ham Park Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 4 February 2013 at 1.45 pm

Present

Members:

Alderman Robert Hall (Chairman)
Dr Peter Hardwick (Deputy Chairman)
Deputy Stella Currie
Alex Deane
Alderman Ian Luder
Deputy Wendy Mead
Deputy Janet Owen
Deputy Michael Welbank
Catherine Bickmore
Robert Cazenove
Justin Meath-Baker
The Rev. Stennett Kirby
Councillor Joy Laguda
Barbara Newman (Ex-Officio Member)
Jeremy Simons (Ex-Officio Member)

Officers:

| | |
|-----------------|--|
| Jacky Compton | - Committee & Member Services Officer |
| Esther Sumner | - Policy Officer, Town Clerk's Department |
| Sue Ireland | - Director of Open Spaces |
| Denis Whelton | - Support Services Manager |
| Patrick Hegarty | - Open Spaces Department |
| Martin Rodman | - Superintendent, West Ham Park and City Gardens |
| Louisa Allen | - City Gardens Manager |
| Geraldine King | - West Ham Park Manager |
| Alison Elam | - Group Accountant, Chamberlain's Department |
| Edward Wood | - Comptroller and City Solicitor's Department |
| Roger Adams | - City Surveyor's Department |

1. APOLOGIES

Apologies received from Alderman Gordon Haines and Richard Gurney.

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

Jeremy Simons declared a non-pecuniary interest in Item 20 – St Andrew's Holborn Gardens, as he was a Trustee of 2 Charities who had contributed towards the scheme.

Alex Deane declared a non-pecuniary interest in Item 20 – St Andrew's Holborn Gardens as he was a Trustee of the company responsible for the landscaping.

3. **MINUTES**

The public minutes and summary of the meeting held on 3 December 2012 were approved as a correct record, subject to Richard Gurney and Justin Meath-Baker being removed from the list of attendees.

Matters Arising

National Planning Policy Framework (page 2) – The Chairman stated that he had not received any response from the Greater London Authority in respect of the Committee's concerns on the proposed National Planning Policy Framework. The Director of Open Spaces advised that she would be attending a meeting with the Mayor's Office on 19 February and would report back on progress at the next meeting.

Schedule of Visits (page 2) – In answer to a question, the Town Clerk advised that she would look into the dates once again and report back to Members as soon as possible.

London Borough of Newham Representative (page 3) – The Superintendent advised the Committee that correspondence had been received in the Town Clerk's dept informing them of the person would be replacing Charlotte Evans as the representative for the London Borough of Newham. He stated that LB Newham were due to confirm their appointment on 7th February and would report back in due course.

Forestry Commission Conference (Trees and Diseases) (page 3) – The Director of Open Spaces stated that the conference had been helpful and well attended.

St Andrew's Holborn Church Gardens (page 67) – The Director of Built Environment advised that this had now been approved by the Projects Sub Committee.

4. **CONSOLIDATED REVENUE AND CAPITAL BUDGETS - 2012/13 AND 2013/14**

The Committee considered a joint report of the Chamberlain and the Director of Open Spaces updating the Committee on the latest approved revenue budget for 2012/13 and the proposed revenue budget for 2013/14.

RESOLVED: That the Members note the latest approved revenue and capital budgets for 2012/13 and the provisional revenue and capital budgets for 2013/14, as approved by the relevant Open Spaces Service Committees.

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

The Committee received an Order of the Court of 6 December 2012, concerning the Post-implementation review of the Governance Arrangements.

RECEIVED.

6. **TERMS OF REFERENCE**

The Committee considered their Terms of Reference prior to their submission to the Court at its meeting in April 2013.

RESOLVED: That the Terms of Reference remain unchanged and submitted to the Court at its meeting in April 2013.

7. **SUPERINTENDENT'S UPDATE**

The Committee received a verbal update from the West Ham Park Manager. The following points were made:

- Work has commenced with the removal of the hedge around the tennis courts which is a privet which has Honey Fungus as part of the CBT funded projects for this year. The team will spend the next month removing the hedge and preparing the soil for the replanting of a replacement hedge;
- Team has completed the planting of small coppices of native medium trees such as Hawthorn, Crab-apple and Field Maple in areas of the park. The planting reflects the original intentions of the 1873 master plan for the park.;
- The Friends of West Ham Park supported the RSPB Big Garden Birdwatch. A successful event which attracted 25 members of the public. 222 species of large birds were recorded including Gold Crests, Field fares, and a pair of Red Wings as our more unique visitors;
- The Nursery team are preparing to grow an amazing 350 different Genera of bedding plants for the City, Park and three of the Royal Parks – Richmond, Bushy and Greenwich; and
- Team have been very busy developing and creating exciting and accessible web pages. They have had to meet very tight deadlines whilst also underground on the spot training to produce the pages. This can be found at www.cityoflondon.gov.uk/westhampark

The Superintendent advised the Committee that manager of the catering business had recently signed a new agreement starting from December 2012.

8. **SPORTS CHARGES FOR WEST HAM PARK 2013/14**

The Committee considered a report of the Director of Open Spaces relative to the sports charges for West Ham Park for 2013/14.

RESOLVED: That Members approve the proposed schedule of charges (attached as Appendix A to the report) for sports facilities in West Ham Park for the 2013/14 financial year.

9. **LONDON MARATHON TRUST FUNDING FOR THE REFURBISHMENT OF TENNIS COURTS AT WEST HAM PARK**

The Committee received a report of the Director of Open Spaces providing an update on funding received by the Tessa Sanderson Foundation and Academy from The London Marathon Trust of £100,000 towards the refurbishment of tennis courts at West Ham Park at no cost to the City of London Corporation.

RECEIVED.

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

The Committee received an Order of the Court of 6 December 2012, concerning the Post-implementation review of the Governance Arrangements.

RECEIVED.

11. **TERMS OF REFERENCE**

The Committee considered their Terms of Reference prior to their submission to the Court at its meeting in April 2013.

RESOLVED: That the Terms of Reference remain unchanged and submitted to the Court at its meeting in April 2013.

12. **OPEN SPACES DEPARTMENT BUSINESS PLAN - THIRD QUARTER PROGRESS REPORT 2012/13**

The Committee received a report of the Director of Open Spaces relative to the Open Spaces Business Plan – Third Quarter progress report for 2012/13.

RECEIVED.

13. **OPEN SPACES HEALTH & SAFETY AUDIT**

The Committee received a report of the Director of Open Spaces relative to the Health and Safety Audit for Open Spaces.

RECEIVED.

14. TERMS OF REFERENCE

The Committee considered their Terms of Reference prior to their submission to the Court at its meeting in April 2013.

RESOLVED: That the Terms of Reference remain unchanged and submitted to the Court at its meeting in April 2013.

15. DECISION TAKEN UNDER URGENCY PROCEDURES

The Committee received a report of the Town Clerk providing details of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee, in accordance with Standing Order No. 41(a), relating to Lucid Space Arts Application.

RECEIVED.

16. SUPERINTENDENT'S UPDATE

The Committee received a verbal update from the West Ham Park Manager. The following points were made:

Finance

- the budget is showing an overspend for this time of year, due to a number of high expenditure items and an expensive year due to the Olympics, however a number of internal and external recharges are due that will balance the books

Works update

- the team have been undertaking a comprehensive winter work programme. Works have included the conversion of 15 annual bedding areas into more sustainable beds, these have been completed;
- as part of the 2nd year of the Green Corridors project a further 19 trees are to be planted in February with a potential for another 5 in March

User Survey

- ASK, a market research company have completed their user survey – to find out residents, City workers and visitors opinions and views of City Gardens. The report is eminent and will be reported at an Open Spaces Committee meeting and the findings used for the next Open Spaces strategy.

Volunteering and Friends of City Gardens

- A couple of volunteers who regularly volunteer in City Gardens are interested in forming the Friends of City Gardens. With our support, they are in the process of finalising a constitution, associated policies and insurances, and plan to launch formally in September with an event.

In the meantime, the 'shadow friends' are planning with support from us a number of volunteer sessions

- They are planting 12 dwarf stock fruit trees, a mix of damson, apple, pear in the planters located on the Golden Lane Estate open space. The fruit trees have been paid for from a successful Capital Growth application fund.
- On 22nd March, 450 native whips have been won from a successful application made by the friends, to the Woodland Trust – they will be planted in Bunhill Fields top create a native hedge – with volunteers from a regeneration charity based in Bow in the east end of London undertaking back to work horticultural training
- On 13th March – co-operate volunteers are going to transfer some shady grass into a woodland meadow in Bunhill Fields by preparing a strip of grass and planting woodland seed with interpretation for people to do themselves.

Middlesex Estate Gardening Club

- A new volunteer gardening group has just formed with residents from the Middlesex Estate wishing to make a difference and care for their podium gardens. The City Gardens team will provide a gardener once a week, paid for from resident's service charge. The Group are running a recruitment and induction day on 8th March and the project will start on 4th April.

London and Britain in Bloom

- The City's applications to the RHS London in Bloom and Britain in Bloom campaigns have been submitted. Judging will take place in July and August; this year's theme is edibles. The team plan to convert one of the traditional bedding beds in St Botolph Bishopsgate into a decorative vegetable plot with interpretation. The annual bedding schemes generally have been chosen for their nectar rich properties to support wildlife and the campaigns; we are going for Gold....

17. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

18. URGENT ITEMS

There were no urgent items.

19. EXCLUSION OF THE PUBLIC

RESOLVED: 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 as follows:-

Item No.

20

Paragraphs in Schedule 12A

3

20. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 3 December 2012 were approved.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 2.50 pm

Chairman

**Contact Officer: Jacky Compton
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| | |
|---|------------------------|
| Committee(s): | Date(s): |
| Open Spaces, City Gardens & West Ham Park | 15 Apr 2013 |
| Subject: West Ham Park Nursery Business Plan Progress Report 2012/13 | Public |
| Report of: Director of Open Spaces | For Information |
| Summary This report is to update Members on the progress made over the past year in delivering projects set out in year three (2012–13) of the Nursery Business Plan. Recommendation Members are asked to: <ul style="list-style-type: none">• Note the Report | |

Main Report

Background

1. As part of the annual review process for the Nursery Business Plan, it was agreed at your Committee on 5 February 2010 that a report is prepared each year setting out the progress made against objectives and related improvement plan actions. This is the third such report which, in accordance with the Plan, forms the basis of a short progress summary to this Committee each April.
2. Members will recall that, whilst acknowledging past achievements, the Nursery Business Plan primarily sets out a clear vision and aims, and includes the following five key objectives:
 - **Quality** – Establish SMART processes to measure and ensure that customers receive, and the Park users benefit from, value for money services and effective use of land and infrastructure.
 - **Trading** – Review and adjust trading terms and apply an innovative approach that maximises returns and opportunities from our Nursery capital assets and contributes to the objectives of the Park.
 - **Environment** – Ensure that processes and measures to reduce our impact on the environment are embedded in the Nursery's work.

- **Promotion** – Develop initiatives that maximise opportunities for community use and expand our client base to achieve sustained sources of income.
- **People** – Involve Members, staff, clients and the community in achieving the outcomes and requirements set out in the business plan.

Current Position

3. The Nursery supplies over 200,000 annual bedding plants per annum to City of London Open Spaces and other clients. It also supplies floral decorations for City of London formal dinners and events (average 50 per annum). These core activities are delivered through a team of 4.8 full time equivalent employees.
4. In addition to the core work carried out by the Nursery team and office staff in delivering the Nursery service, the plan sets out a wide range of projects to be delivered within the third year. To date, 88% of these projects have been completed, with acceptable reasons for non-completion of the remainder. Incomplete projects will either be deferred to the 2013/14 financial year, or will be revised to take account of business changes.
5. All the remaining projects planned for years 1-3 of the Business Plan have been adopted and remain in progress. In recognition of the cyclical nature of nursery work and to avoid a repeat of many of the actions listed in the reports from the last two years, comments on the improvement plan this year are by exception, that is only any additional actions for 2012/13 or those that have been deferred/not completed have been picked up in Appendix 1 to this report.

General Progress

6. Performance surveys - Customer satisfaction surveys completed by our clients rated the product quality and service provided by the Nursery as 90% very good and 10% good. In addition to the surveys, a number of favourable letters of appreciation and thanks were received by the nursery in recognition of the quality of displays and material provided.
7. Floral decorations - The nursery team provided floral decorations for a number of high profile City events, which provides income for the Nursery. These included the state visits of the Presidents of Kuwait and of the Republic of Indonesia, Her Majesty The Queen's visit to the Barbican and decorations for The Lord Mayor's Banquet. The team also dressed Mansion House and Guildhall for the Diamond Jubilee Reception and provided flowers for the Establishment Committee Dinner.
8. Supply of bedding plants - Throughout the year, the Nursery has produced nearly 230,000 peat free bedding plants. In addition to the supply of plants to the Park, City Gardens and North London Open Spaces, we also completed the first season of growing for three of The Royal Parks: Greenwich, Bushy and Richmond.

9. Environment and sustainability - May this year will see the second anniversary of the installation of our borehole, which enables us to extract water from an underground layer of water-bearing rock. A long vertical pipe placed inside maintains stability and prevents contamination entering the borehole. Water is pumped back to the surface and stored in a 50,000 gallon header tank. We are able to draw up to 4400 gallons of water daily without the need to use mains water supplies thereby substantially reducing our costs.
10. Education and apprenticeships - A number of school placements, including students with special needs, have assisted in the Nursery over the last year. In addition, the Nursery grows the fruits and vegetables that are planted out in the park's Jubilee Food Garden, where local schools and residents come to learn about food growing through educational talks and workshops.

Proposals for the Year Ahead

11. Following the completion of the 2012/13 Nursery Business Plan projects, work will commence on delivering the 2013/14 projects. These include:
 - Continued provision of bedding for Bushy, Richmond and Greenwich Parks;
 - Investigating the feasibility of running a florist outlet from the converted potting shed;
 - Six monthly 'What's New' newsletter to send to clients and community contacts;
 - Investigating the feasibility of an alternative fuel 7.5 tonne lorry for operational purposes;
 - Providing horticultural training to a group of young people (aged 17-18) through the City Bridge Trust's Growing Localities programme.
12. There is little doubt that the year ahead will continue to be challenging. The Nursery is not only directly affected by its own budget reductions, but also indirectly through cuts to client budgets, meaning that they have less to spend with us. Staff are working hard to identify further efficiencies and to maximise income, thereby ensuring a sustainable future for this valuable resource.

Corporate & Strategic Implications

13. The Nursery Business Plan 2010-15 supports the following themes of The City Together Strategy, The Heart of a World Class City:
 - Competitive and promotes opportunity;
 - Supports our communities;
 - Protects, promotes and enhances our environment;
 - Is vibrant and culturally rich;

14. The business plan also supports all five strategic aims within the Open Spaces Department Business Plan 2013-16:
- Quality
 - Environment
 - Promotion
 - People
 - Inclusion

Implications

15. The Nursery Reserves fund was established to offset the financing of improvements, equipment and machinery, and to balance any reported under achievement in forecasted income targets. The outturn for the previous financial year is reported to your Committee at its July meeting each year.
16. The actions under the improvement plan objectives provide a cautious and controlled approach which is supported by the Chamberlain.

Conclusion

17. Throughout the year, the plan has provided clear direction taking into account charity and business objectives and trading challenges. It provides a clear set of aims, objectives and improvement plan actions to enable the monitoring of performance that supports and contributes towards the objectives of West Ham Park.

Appendices

- Appendix 1 - The Nursery Business Plan Improvement and Project Plan 2012-2013

Background Papers:

The West Ham Park Nursery Business Plan 2010 – 2015
West Ham Park Nursery Business Plan: Progress Report 2011-12

Martin Rodman

Superintendent of Parks & Gardens, Open Spaces Department

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Nursery Business Plan Improvement and Project Plan – Year 3 (2012/13)

The following improvement plan shows a series of actions under each of the five Nursery Business Plan aims and objectives for the period of March 2012 to April 2013. The actions were developed through consultation with staff and clients. Each action has expected outcomes and measures of success, a target date for completion and a progress report. The actions listed are by exception only, i.e. they are actions that have either not appeared in the preceding 2 years' improvement plans or had been deferred.

| Nursery Objective 1 – Quality | | Establish SMART processes that measure and ensure customers receive and the Park users benefit from, the highest quality, value for money services and effective use of land and infrastructure. | | |
|-------------------------------|---|--|-----------------------------|---|
| Nursery Actions | | Expected outcome / measure of success | Target Date | Progress |
| 1.4 | Lead on establishing a local authority Nursery networking group to share best practice and to benchmark against | <ul style="list-style-type: none"> • Aid future reviews • Sharing of best practices and experiences • Evidence of value for money | Apr 2011 <i>Deferred</i> | <p>This action had been deferred whilst the team focused on providing tenders for the <i>Compete for the Olympics</i> bid and The Royal Parks tender.</p> <p>Staff have visited and shared information with 2 other local authority nurseries in the UK and West Ham Park nursery business is reported at meetings of the London Parks Benchmarking Group. Now that the nursery has started supplying plants to an organisation outside the City of London, it may be helpful to benchmark prices and customer service against private growers in the industry. This has been set as an objective for staff in their Performance Development Reviews.</p> |

| Nursery Objective 2 – Trading | | Review and adjust trading terms and apply an innovative approach that maximises returns and opportunities from our Nursery capital assets and contributes to the objectives of the Park. | | |
|-------------------------------|--|--|------------------------------|--|
| Nursery Actions | | Expected outcome / measure of success | Target Date | Progress |
| 2.1d | Market and sell plants through dedicated on-line website | <ul style="list-style-type: none"> • Increase existing Nursery income by 7% • Promotion of the Nursery and the Park | Jan 2012 <i>Deferred</i> | <p>Deferred due to the strategic review of corporate website which was completed at the end of last year.</p> <p>The nursery has its own web page and has been registered as a preferred supplier as part of the strategic procurement review (PP2P). The viability of on-line plant provision will be investigated this year.</p> |
| 2.1e | Market the supply of floral displays and decorations to Livery companies | <ul style="list-style-type: none"> • Increase existing floral income by 7% • Promotion of the Nursery and Park | July 2011 | <p>A marketing letter was sent out to all Livery Companies explaining the Nursery and its services.</p> <p>Update: although uptake did not happen in the first year following the mail shot, this year has seen a number of Company functions catered for by the nursery. These include the Worshipful Companies of Gardeners (throughout the Jubilee, Olympics and Lord Mayor's Show), and Plumbers at the Mansion House in late March 2013.</p> |
| 2.7 | Provide wider range of plants for City of London Open Spaces i.e. new planting schemes | <ul style="list-style-type: none"> • Increased use of Nursery areas • Increased income • Responds to client needs and provides alternative range of plants • Provision of competitively priced plants • New internal clients Burnham/Commons growing wildflower plugs | Annually January and July | As well as a whole range of new species being grown for the new City Gardens Manage in the Square Mile, the nursery is also germinating and growing Wild Service Trees for NLOS and has developed a niche side line in 'instant' wild flower meadows (grown in seed trays for ease of transportation). |

| Nursery Objective 3 - Environment | | Ensure that processes and measures to reduce our impact on the environment are embedded in the Nursery's work. | | |
|-----------------------------------|---|---|-------------|--|
| Nursery Actions | | Expected outcome / measure of success | Target Date | Progress |
| 3.3 | Explore alternatives to non-sustainable resources i.e. water, gas, electric, fuel | <ul style="list-style-type: none"> Carry out further research and identify innovative approaches to reduce impact on non-sustainable resources Feasibility of a sustainable or supplementary water supply that reduces the demand on public supply Apply for a Green Flag innovation award for sustainability with the installation of the new boilers Apply for Sustainable Business Awards (Locally and Nationally) | Apr 2012 | As well as the installation of a borehole in 2011, the nursery has also replaced old petrol buggies with the electric equivalent; the delivery van is equipped with LPG; and the boiler replacement project evaluated the potential use of woodchip boilers before deciding on the most fuel efficient and economically viable modern gas boilers. |

| Nursery Objective 4 - Promotion | | Develop initiatives that maximise opportunities for community use and expand our client base to achieve sustained sources of income. | | |
|---------------------------------|---|--|-----------------------------|--|
| Nursery Actions | | Expected outcome / measure of success | Target Date | Progress |
| 4.4 | Create a flagship bed within the City that promotes the work and standards of the Nursery | <ul style="list-style-type: none"> Explore opportunities with City Gardens to create a bed within the City Recognition and potential new clients | Apr 2012 <i>Deferred</i> | This project was deferred pending changes in management within the City team. Proposed date: 2013 |
| 4.7 | Advertise the activities of the Nursery at the Guildhall, open spaces and other external sites through promotional videos, presentations, pictures, leaflets, notice boards etc | <ul style="list-style-type: none"> Increase profile of nursery Brand development of the Nursery Maintain and increase clients | Nov 2012 | Active promotion of the nursery is taking place through newsletters, noticeboards, a product brochure and meetings with existing and potential clients, including the Remembrancer and Town Clerk's departments. |

| Nursery Objective 5 - People | | Involve Members, staff, clients and the community in achieving the outcomes and requirements that this business plan sets out. | | |
|------------------------------|---|--|------------------------------|--|
| Nursery Actions | | Expected outcome / measure of success | Target Date | Progress |
| 5.4 | Establish schedule of regular dates when a 'Display House' is freely accessible to the public | <ul style="list-style-type: none"> Staff costs, security and risk assessments undertaken Schedule of regular dates established and advertised Community engagement and connection with Park users | Jun 2011 | <p>Objective not achieved. Insufficient staff resources due to the absence of an apprentice and keeper summer 2011.</p> <p>Update: Although this is a good way to engage with the local community, it is unlikely to capture any potential customers. The resources required to set up a house worthy of display, managing safe entry and exit to the site and providing security and safety for visitors means that the cost of staging the event on an ongoing basis would outweigh any benefit.</p> |
| 5.6 | Regularly review staff structure and numbers against service delivery requirements | <ul style="list-style-type: none"> Ensure staff numbers are correct for production levels and efficiency | Review Annually in September | The staff structure is reviewed in line with production requirements. Park staff assist with winter management and delivery of bedding. We are currently recruiting for a temporary summer post to assist during this busy summer period. |
| 5.11 | Explore training opportunities in association with horticulture colleges | <ul style="list-style-type: none"> Provision of nursery experience/plant husbandry hands on training Increase development of horticultural skills throughout the horticultural sector | Jul 2012 | This year the nursery will become home to a number of work placement students from <i>Roots and Shoots</i> – a training provider based in South London. Through a partnership with The Royal Parks and funding secured through City Bridge Trust, we will ultimately be able to take three full-time apprentices through to NVQ Level 2 starting in September 2013. |

| | | |
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| Committee(s): | Date(s): | Item no. |
| Open Spaces, City Gardens & West Ham Park Committee | 15 April 2013 | |
| Subject: Provisional Additional Works Programme 2014/15 | Public | |
| Report of: City Surveyor CS 100/13 | For Decision | |
| <p style="text-align: center;"><u>Summary</u></p> <p>This report sets out a provisional list of cyclical projects being considered for properties under the management of Open Spaces, City Gardens and West Ham Park Committee under the umbrella of the “additional works programme”.</p> <p>The draft cyclical project list for 2014/15 totals approximately £245,000 and if approved will continue the momentum that has seen a significant improvement in the maintenance of the property and infrastructure assets.</p> <p>Recommendations</p> <ul style="list-style-type: none">• That the Committee’s views be sought on the provisional list of works. | | |

Main Report

Background

1. At the meeting of Resource Allocation sub Committee in January 2013 Members considered and approved a prioritised list of “additional works” projects for 2013/14.
2. The total value of the approved works packages was some £5.49m. Of this allocation Open Spaces, City Gardens and West Ham Park received some £329,100 to allow all 40 projects on the prioritised list to proceed in 2013/14.
3. This approved package of works continues a programme of works that has seen the additional investment of almost £1.2 m over the last four years.

4. The Director of Open Spaces has requested that your Committee be provided with a preview of the likely works list for Open Spaces, City Gardens and West Ham Park.

Current Position

5. I am in the process of reviewing our forward maintenance plans (20 years) which will form the basis of the next round of additional works bids for 2014/15.
6. This review is expected to be completed in the next few weeks. In the interim and to allow you to have a preview I append a provisional list of projects for Open Spaces, City Gardens and West Ham Park under consideration for 2014/15.
7. It should be noted that the provisional list for 2014/15 is subject to a final review prior to presentation to the Corporate Asset sub Committee in July and approval by Resource Allocation Sub-Committee in the autumn.
8. At this stage in the cycle the list has not been prioritised. The prioritisation process is only possible when all the provisional lists from across the Operational estate have been compiled.
9. Work items are initially prioritised on the basis of condition, which places the work item into the appropriate year. Thereafter the following factors are considered: property status (e.g. English Heritage listing), potential reputational impact, health and safety, relevancy of works compared to other items at the same location and client consultation feedback.
10. The West Ham Park Conservation Management Plan has also been and will continue to be a reference document in considering the maintenance plan and priorities.

Financial and Risk Implications

11. As indicated above, these provisional schedules are based on a preliminary review of the 20 year repairs and maintenance plans and are subject to further evaluation in terms of value to Open Spaces, City Gardens & West Ham Park and with regard to overall corporate priorities, including availability of resources, sound asset management and accommodation provisions/arrangements. It will be appreciated that the indicative sums are material and no commitment to their funding can be implied or guaranteed at this stage.

Corporate Property Officers Comment

12. The provisional list for Open Spaces, City Gardens & West Ham Park identifies a number of works that are proposed for 2014/15 subject to funding being made available for the additional works programme. The method of prioritisation for the 'additional works' may need to be reviewed to reflect strategic asset management decisions.
13. Presently the proposals to develop a Playground Master plan is subject to securing external funding and includes a proposal to transform the paddling pool to a splash pad water play feature. The Playbuilder funding scheme is closed and the London Marathon Trust has declined the paddling pool element. The City is still aiming to identify an external funding source. However, these proposals will not affect the proposed additional works programme.
14. It should be noted that the London Marathon Trust has awarded Tessa Sanderson Foundation £100,000 specifically to address renovation of tennis courts at West Ham Park, and this grant money is to be used to resurface the three most needy courts. Further sums are identified to address a large proportion of the remaining 9 tennis courts, which will help the City to continue to provide first class affordable local facilities, and meet the wider corporate objectives for the management of its property assets.
15. It is intended that Open Spaces, City Gardens & West Ham Park benefit from the provisional 2014/15 additional works budget, in the order of £245k;
- | | | |
|-----------------------------|-----------------|-----|
| • West Ham Park | £127,300 | 52% |
| • City Gardens/ Open Spaces | £117,500 | 48% |
| Total | £244,800 | |
16. The works include various repair and replacement to major elements as classified beneath.

| | | |
|-------------------------|----------|-----|
| • Heritage works | £116,000 | 47% |
| • WHP tennis facilities | £111,000 | 45% |
| • General | £17,800 | 7% |

Strategic Implications

17. The proposals contained within the attached annexe lists support the theme “Protects, promotes and enhances our environment” within the City Together Strategy.

Consultees

18. The Superintendent of West Ham Park & City Gardens, Corporate Property Officer and the Chamberlain have been consulted and their comments are included in this report.

Conclusion

19. The attached provisional lists of work for 2014/15 present another opportunity to maintain the impetus of cyclical repairs and maintenance of the Open Spaces, City gardens and West Ham Park.

Background Papers:

- Appendix A Provisional additional works programme 2014/15

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**OPEN SPACES, CITY GARDENS AND WEST HAM PARK
ADDITIONAL WORKS PROGRAMME 2014-15**

March 2013

| Property | Location | Description | 2014 / 15 |
|--------------------|--|--|------------------|
| Open Spaces | Bunhill Fields Burial Ground | MEMORIALS CONSERVATION | 85,000 |
| Open Spaces | Bunhill Fields Burial Ground | PATHS RESTORATION WITHIN FENCED OFF AREA | 1,000 |
| Open Spaces | Bunhill Fields Burial Ground | PAVING OVERHAUL | 2,000 |
| Open Spaces | Bunhill Fields Burial Ground | RAILINGS AND BOUNDARY WALLS RESTORATION | 12,000 |
| Open Spaces (City) | Gardeners Depot, Castle Baynard St | MECH VENT SYSTEMS CLEANING | 500 |
| Open Spaces (City) | Gardener's Hut, St Dunstan's in the East | ROOF REPLACEMENT | 1,000 |
| Open Spaces (City) | General | QUINQUENNIAL INSPECTIONS | 16,000 |
| West Ham Park | Dutch Barn (Nursery) | ROLLER SHUTTER REPLACEMENT | 5,000 |
| West Ham Park | Glass Houses (Nursery) | DECORATION | 1,500 |
| West Ham Park | Nursery Building Complex | IRRIGATION SYSTEMS REPLACEMENT | 5,000 |
| West Ham Park | Ornamental Gardens | BRIDGE INSPECTION/SURVEY | 1,000 |
| West Ham Park | Ornamental Gardens | FOOTPATH OVERHAUL (BRICK PAVOUR) | 2,000 |
| West Ham Park | Shelters | DECORATION FOR 3 x SHELTERS | 1,800 |
| West Ham Park | Tennis Courts, Store and Cricket Nets | COURT SURFACE CLEAN AND COLOUR | 10,000 |
| West Ham Park | Tennis Courts, Store and Cricket Nets | DECORATIONS (STORE) | 1,500 |
| West Ham Park | Tennis Courts, Store and Cricket Nets | FENCING REPLACEMENT (PERIMETER) | 2,000 |
| West Ham Park | Tennis Courts, Store and Cricket Nets | RESURFACING (6 no TENNIS COURTS) | 80,000 |
| West Ham Park | Tennis Courts, Store and Cricket Nets | ROOT BARRIER INSTALLATION | 16,000 |
| West Ham Park | Tennis Courts, Store and Cricket Nets | TIMBER REPLACEMENT (CRICKET NETS) | 1,500 |
| | | | 244,800 |

| | | |
|---|-----------------|--------------------------------|
| Committee(s): | Date(s): | Item no. |
| Open Spaces, City Gardens and West Ham Park Committee | 15 April 2013 | |
| Subject: Open Spaces Department Business Plan 2013- 2016 | | |
| Report of: Director of Open Spaces | | Public For Decision |
| <p><u>Summary</u></p> <p>The purpose of this report is to seek approval for the Open Spaces Department Business Plan for 2013 - 2016. This Plan outlines the overall departmental aims and objectives, the key projects for the next three years and the key indicators that have been set to measure performance.</p> <p>Members are also asked to consider the key projects for the City Gardens and West Ham Park, as the Epping Forest and Commons Committee and the Hampstead Heath, Highgate Wood and Queen's Park Committee will have an opportunity to comment on the key projects for their areas.</p> <p>Quarterly progress reports on the Plan will be presented to this Committee during the year.</p> <p>The City of London Cemetery and Crematorium has been integrated into the Open Spaces Department's Business Plan and Members of the Port Health and Environmental Services Committee will be invited at their next meeting to comment on the relevant sections in the Plan.</p> <p><u>Recommendations</u></p> <p>It is recommended that Members</p> <ul style="list-style-type: none"> i) approve the Open Spaces Department Business Plan for 2013 – 2016, including the key projects for City Gardens and West Ham Park, and agree the targets for service delivery as quantified by the performance indicators. ii) determine whether any projects and performance indicators represent high risk and priority sectors of service which you would expect to be featured in the quarterly progress reports which will be submitted to this Committee during 2013/14. | | |

Main Report

Background

1. Departmental Business Plans are now an integral element of the City's enhanced performance management system and are part of a more clearly defined annual planning cycle, which has been devised to improve the links between service and financial planning and drive service improvement.
2. The purpose of the Open Spaces Business Plan is to enable the Department to show how its activities support the City's strategic aims and policy priorities and demonstrate how it can improve its performance. The Plan shows:
 - How the Department's activities contribute to the City Together Strategy and the Corporate Plan and therefore how the City's policies will be implemented,
 - Performance targets for the current year,
 - Resource and learning and development requirements, and
 - The programme of action required to achieve the targets
3. The previous Business Plan for 2012 - 2015 was approved by this Committee in April 2012 and progress reports with financial monitoring information have been submitted each quarter.

Current Position

4. The new Business Plan for 2013 - 2016 has been compiled in line with corporate guidelines and incorporates comments from the Town Clerk's Performance and Development Team.
5. Members are asked to consider the key projects for the City Gardens and West Ham Park and approve the overall Business Plan, which provides a review of the Open Spaces Department's performance in the past year and looks ahead to future plans in the light of available resources.
6. The Epping Forest and Commons Committee and the Hampstead Heath, Highgate Wood and Queen's Park Committee will have the opportunity to comment on the key projects for their areas for the next three years and their comments will be included in the Plan. A copy of the full Plan will be available on the departmental intranet site.
7. The City of London Cemetery and Crematorium has been integrated into this Business Plan and Members of the Port Health and Environmental

Services Committee will be invited at their next meeting to comment on the sections in the Plan that relate to the Cemetery and Crematorium.

Corporate and Strategic Implications

8. This Business Plan details how the Open Spaces Department's activities and key projects for the next three years support and link to the themes in the City Together Strategy and the City's Corporate Plan.

Conclusion

9. Formal monitoring arrangements are in place to ensure that performance is reviewed regularly at the appropriate level. During the coming year progress on implementing the Business Plan will be monitored at the monthly departmental management team meetings. Members will be kept informed of progress on the key projects and the budget position in quarterly reports which will be presented to this Committee. These reports will review progress on achieving the performance indicators and highlight any significant deviation from the Plan.

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Open Spaces Department Business Plan 2013 - 2016

Responsible Officer - Sue Ireland, Director of Open Spaces

Contact Officer - Directorate Business Manager

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1. Introduction

Our Business Plan sets out the medium term priorities for Open Spaces, in maintaining the vision “A World Class City needs a World Class Environment” and our five strategic aims.

We continue to balance the responsibilities of conserving and enhancing the special environments we care for, with policies to encourage access and increase the opportunities for enjoyment, education and recreation. In providing services across London and beyond, we will seek to ensure their value to the communities we serve are appropriately recognised.

This year's plan continues the focus on our financial position; seeking to limit the impact of changes on frontline services whilst ensuring value for money. Our ability to support new projects or initiatives will be limited unless external partners and supporters can be found, or innovative income generation opportunities can be delivered. The Business Plan's strategic aims and objectives, together with Key Performance Indicators (KPIs), provide the framework to ensure we meet these challenges.

This Business Plan is provided for Members' consideration and approval.

Sue Ireland
Director of Open Spaces - April 2013

2. Departmental Vision and Values

Each Open Space managed by the City is a special place, with well-established management plans and dedicated staff. Most of the larger sites have registered charity status. However, given their habitats and locations around London, the overall management of each one is quite different. As part of our business planning, there is a need for a clear Open Spaces Department vision.

Our five year departmental Vision is:

"A World Class City needs a World Class Environment"

A staff working group was challenged to bring the Vision to life and communicate it more widely to all staff. It was decided that this could best be achieved visually, using the poster shown on page 6. This is now displayed on the walls of offices and staff rooms.

The Department shares the City's Core Values.

Our Values: **The best of the old with the best of the new**

The right services at the right price

Working in Partnership

Two of the three strategic aims in the City Corporation's Corporate Plan 2013 - 2017 also apply to the Open Spaces, namely:

Provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors.

Provide valued services to London and the nation.

The department will also focus on communicating two of the three priority areas of work for the City Corporation, as outlined in the Communications Strategy 2013 – 2016, namely.

Supporting London's Communities

Helping to look after London's heritage and Green Spaces

3. Departmental Aims and Objectives

The Open Spaces Department continues to contribute to the City's overall performance management arrangements.

In order to demonstrate how the Open Spaces Department's strategic aims and objectives are linked to the themes in The City Together Strategy, they have been listed on the following pages under the five main aspirations for the Department. These aspirations are:

- **Quality**
- **Inclusion**
- **Environment**
- **Promotion**
- **People**

The means to achieve these aspirations should, where appropriate, include the use of innovation. Value for money is paramount across all these aims and objectives, which together with the associated actions, will be reviewed regularly as part of the scheduled Business Plan quarterly progress reports to the Open Spaces and City Gardens Committee and the Port Health and Environmental Services Committee.

The Departmental Improvement Plan in section 4 is followed by the Key Performance Indicators for the coming year and then the Key Projects for each Open Space. All of these Projects are dependent upon the necessary budgets being maintained.

A World Class City needs a World Class Environment



The Open Spaces Vision

Delivered by

Quality

Inclusion

Environment

Promotion

People

City Gardens
West Ham Park

Burnham Beeches
Stoke Common

Hampstead Heath
Highgate Wood

Epping Forest
Queen's Park

City Commons
Directorate

Cemetery &
Crematorium

OPEN SPACES DEPARTMENT - AIMS & OBJECTIVES

| | | | | |
|---|--|--|---|---|
| <p>1. <u>Quality</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which is competitive and promotes opportunity.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Achieve nationally recognised standards and deliver value for money in providing our Open Space service.</p> | <p>2. <u>Inclusion</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which supports our communities.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Involve communities and partners in developing a sense of place through the care and management of our sites.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Extend partnership-working within the community and continue to develop closer links with local authorities, to improve the way we involve people in decision making.</p> | <p>3. <u>Environment</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which protects, promotes and enhances our environment.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Ensure that measures to promote sustainability, biodiversity and heritage are embedded in the Department's work.</p> | <p>4. <u>Promotion</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which is vibrant and culturally rich.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Market our services and provide events and opportunities to learn for all within our communities.</p> | <p>5. <u>People</u></p> <p><u>City Together Strategy Theme:</u></p> <p>A World Class City which is safer and stronger.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Provide focused learning opportunities for staff and volunteers to feel confident in meeting the changing needs of the organisation.</p> |
|---|--|--|---|---|

"A World Class City needs a World Class Environment"

4. Departmental Improvement Plan 2013/14 & Key Performance Indicators

| Departmental Objective 1 - Quality | | Achieve nationally recognised standards and deliver value for money in providing our Open Space service. | |
|--|---|--|--|
| Departmental Actions | Measure of Success | Target Date | Responsible Officer(s) / Resources |
| Monitor budgets monthly and produce quarterly progress reports and achieve external funding for key projects. Improve efficiency and procurement and continue to seek additional ways of increasing income. | <ul style="list-style-type: none"> - Demonstrate value for money through benchmarking with other comparable organisations. - Keep within Local Risk budgets. (KPI 1,2,3 & 20) - Ensure City Bridge Trust grant reporting deadlines are achieved. - Identify savings and produce a medium term plan and explore a trading option at some sites. | March 2014 | Management Team, Finance Improvement Group, in association with the Head of Finance. |
| Integrate 20 year property maintenance plans and the PP2P project into charitable trust requirements and secure appropriate funding for maintenance and repairs, to ensure the long term protection of buildings and infrastructure. | <ul style="list-style-type: none"> - Achieve a secure definition of responsibilities between Open Spaces and City Surveyor's Departments, to cover projects, property maintenance and asset condition assessment. - Meet the performance indicators related to the PP2P Repairs and Maintenance contract. | Sept 2013 March 2014 | Director and Superintendents in association with the City Surveyor's Department. |
| Produce and implement work programmes linked to the site management plans. Ensure replacement plans are produced on time. | Annual programmes presented to service Committees and approved. | June 2013 | Superintendents and local Management Teams. |
| Achieve external accreditation / Green Flag Awards for all sites and explore further benchmarking opportunities with other organisations. | Maintain Green Flag and London in Bloom awards and consider applications for new areas (KPI 8&9) Participate in the evolution of the Green Flag scheme. | Aug 2013 Nov 2013 | Superintendents and local Management Teams. |
| Deliver corporate Service Response Standards. | Report quarterly to maintain a high quality of service across all areas. (KPI 4 & 5) | March 2014 | Business Manager and Superintendents. |
| Extend e-business applications to improve efficiency and customer service. | <ul style="list-style-type: none"> - Develop a new departmental sports booking system and consider performance indicators for facilities. - Review the implementation of new IS system at the Cemetery. (KPI 18 & 19) - Develop online payments for sponsorship / donations through the website, to provide additional income. | March 2014 March 2014 March 2014 | IS Improvement Group and Business Manager, Marketing Manager and Sports Improvement Group. |

OPEN SPACES DEPARTMENT - IMPROVEMENT PLAN 2013/14

| Departmental Objective 2 - Inclusion | | Extend partnership-working within the community and continue to develop closer links with local authorities to improve the way we involve people in decision making. | |
|---|---|--|--|
| Departmental Actions | Measure of Success | Target Date | Responsible Officer(s) / Resources |
| Respond to changing Government policy on planning to ensure the interests of the Open Spaces are protected. | Develop mechanisms to ensure effective protection and efficient response to potential developments affecting the Open Spaces. | March 2014 | Director and Management Team. |
| Develop departmental transport related policies, to protect each site and its users. | Work with local authority partners, to develop and deliver transport strategies. | March 2014 | Director and Superintendents of Burnham Beeches and Epping Forest. |
| Encourage responsible use of the Open Spaces by underrepresented groups. | Develop new methods of encouraging more involvement from youth groups, ethnic minorities and the less well able across all sites, and capturing appropriate statistical information. | March 2014 | Superintendents. |
| Develop initiatives to improve community partnerships at each site. | Provide evidence to show that the community value the initiatives, including those activities organised with external funding. Encourage the development of new friends groups for different areas. | March 2014 | Management Team, Technical and City Gardens Managers. |
| Meet the corporate objectives for Equality Duty compliance. | Complete the annual review of departmental Framework. Ensure Equality Impact Assessments are carried out for key projects. | Jan 2014 March 2014 | Business Manager and Management Team. |
| Target new user surveys to get feedback on key local issues. | Measure improvement in satisfaction levels by implementing a rolling programme of user surveys across all sites. (KPI 11) | March 2014 | Superintendents. |

OPEN SPACES DEPARTMENT - IMPROVEMENT PLAN 2013/14

| Departmental Objective 3 - Environment | | Ensure that measures to promote sustainability, biodiversity and heritage are embedded in the Department's work. | |
|--|--|--|---|
| Departmental Actions | Measure of Success | Target Date | Responsible Officer(s) / Resources |
| Reduce use of non-renewable energy – electricity, gas, liquefied petroleum gas, petrol, diesel and water | Monitor all energy and water use and reduce consumption by 2% on the previous year. (KPI 14 & 21) . Carry out local reviews of fuel records quarterly and maintain better metering arrangements until the development of corporate BI reports. | March 2014 March 2014 | Superintendents and the departmental Sustainability Improvement Group, in association with the City's Energy Team |
| Promote the Sustainability Audit System across the organisation. | Update of SAS by involving 2 further Depts. | March 2014 | Director of Open Spaces, Superintendent of Burnham Beeches and SIG |
| Implement the recommendations of the Phase 2 Sustainability Departmental Improvement Plan. | Develop a programme of Energy performance audits on operational buildings. Continue the programme to replace operational lighting with energy efficient equivalents. Identify two additional Open Space Operational buildings to generate a minimum of 10KW of energy (or thermal equivalent) on site. - Achieve a 5% reduction in vehicle fuel use (diesel and petrol). - Achieve a 5% reduction in office based print costs. | March 2014 March 2014 March 2014 March 2014 March 2014 | Sustainability Improvement Group |
| Implement actions identified in the City Biodiversity Action Plan | Report quarterly on actions in the revised Plan to the Improvement Group and at meetings of the London Boroughs' Biodiversity Forum | March 2014 | Biodiversity & Tree Improvement Groups/Superintendent of Parks & Gardens |

OPEN SPACES DEPARTMENT - IMPROVEMENT PLAN 2013/14

| Departmental Objective 4 - Promotion | | Market our services and provide events and opportunities to learn for all. | |
|---|--|--|---|
| Departmental Actions | Measure of Success | Target Date | Responsible Officer(s) / Resources |
| Maintain the education programmes at all sites, to encourage broader involvement in Open Spaces activities. | Successful outcome of the City Bridge Trust funded activities for environmental education and biodiversity projects across Greater London. Maintain the sessions held and the ways in which education is provided across the Department. (KPI 13) | March 2014 March 2014 | Director and Management Team and Management Trainee Superintendents |
| Ensure that the Open Spaces contribute to the City Together Strategy and the key objectives in the Corporate Plan and the Communications Strategy. | Achieve 13/14 departmental targets, and support the Corporate Plan. (KPI 8) Promote the work of the City Corporation in helping to look after London's heritage and green spaces and contribute to the research being carried out by the Economic Development Unit. | March 2014 March 2014 | Management Team |
| Promote strategies and initiatives for the protection and conservation of green space, through regional partnerships such as the All London Green Grid and London Parks and Green Spaces Forum. | Play a leading role in these Greater London partnerships. Influence local strategies and initiatives through engagement with local authorities. (KPI 16) | March 2014 | Director and Superintendents |
| Develop departmental marketing to improve the profile of the Open Spaces, taking account of the City of London's Cultural and other relevant strategies. | Ensure the departmental information on the new corporate website is maintained to a high standard. (KPI 17) Update the new departmental intranet regularly. Develop a departmental strategy for social media. | March 2014 March 2014 March 2014 | Marketing Manager and Interpretation Improvement Group. |
| Demonstrate the legacy aspects of the departmental Olympics activities. | Deliver cross service working and maintain a programme of activities for health and wellbeing to promote our Open Spaces and the City of London's cultural activity. | March 2014 | Director and Sports Improvement Group |
| Produce quality publications to promote the work of the Department to a wide range of users and potential users | Produce an Annual Report for 2012/13 to reflect the charitable trust status of the Open Spaces. Update local publications to promote individual sites and aim to produce these publications in digital format where ever possible. | July 2013 March 2014 | Business Manager, Marketing Manager, Management Team and Interpretation Improvement Group |

OPEN SPACES DEPARTMENT - IMPROVEMENT PLAN 2013/14

| Departmental Objective 5 - People | | Provide focused learning opportunities for staff and volunteers to feel confident in meeting the changing needs of the organisation. | | |
|--|--|--|---|--|
| Departmental Actions | Measure of Success | Target Date | Responsible Officer(s) / Resources | |
| Encourage learning and development opportunities for staff and volunteers in response to business needs. | Review Career Development Framework and training plan in line with Open Spaces priorities. Develop structured training on key areas that have been identified, including customer service training and data protection. Encourage training evaluation at all sites and report twice a year to Committee on the results. (KPI 7) | March 2014 | Learning and Development Improvement Group in association with HR Business Unit | |
| Ensure all front line staff receive comprehensive training in personal safety and awareness and enforcement, as appropriate. | Identify new areas of training to cope with dog enforcement and fixed penalty policies. Undertake Information Security training for relevant staff. Complete further refresher personal safety training as required. | March 2014 | Local management teams and Learning and Development Improvement Group | |
| Continue to improve sickness absence levels | Achieve improved absence management through monitoring and performance appraisals, where appropriate. (KPI 6) | March 2014 | Local Management Teams, in association with HR Business Partner. | |
| Ensure health and safety practices and procedures are kept up-to-date. | Update departmental health and safety policy framework and risk assessments and review the updated toolkit on the intranet. | November 2013 | Management Team and Technical Manager | |
| | Carry out the annual departmental audit, undertake health and safety assessments at specific sites and revise Top X priority list. (KPI 15) | January 2014 | Technical Manager and Health and Safety Improvement Group | |
| Develop quality volunteering opportunities at all sites and encourage corporate volunteering. | Each division to have measures to increase local volunteering levels where possible. (KPI 12) | March 2014 | Superintendents | |
| | Promote and increase corporate volunteering | March 2014 | Management Team | |
| Actively support the corporate initiatives for change and transformation. | Ensure the Department's requirements are understood by PP2P and other relevant review groups. | March 2014 | Director and Management Team | |

| KEY PERFORMANCE INDICATORS ¹ | | | | | |
|--|--|---|---|--|--|
| Ref. | Measure Name | Linked to Departmental Objective | Target: 2012 - 2013 | Performance:² 2012-2013 | Target: 2013 - 2014 |
| 1. | Effective budget management and make efficiency savings | Quality | Ensure net expenditure is within local risk budget. | On target. | Ensure net expenditure is within local risk budget. |
| 2. | Increase departmental income | Quality | Raise by a further 5% compared to the original 2011/12 budget | On target | Raise by a further 2% compared to the original 2011/12 budget |
| 3. | Efficient receipting of invoices | Quality | Maintain 99% target and also receipt 70% of SME invoices in 10 days | On target | Maintain 99% target and also receipt 70% of SME invoices in 10 days |
| 4. | Respond to written complaints and general correspondence within 10 working days | Quality | Achieve this and other Service Response Standards | On target | Achieve this and other Service Response Standards |
| 5. | Respond to Freedom of Information Act and Environmental Information Regulations requests within 20 working days. | Quality | 100% | On target | 100% |
| 6. | Minimise working days lost through sickness | People | Below both the average for the City Corporation and for operational departments | On target | Below the average for the City Corporation of 7 days per annum. |
| 7. | Improve take up of training course programme | People | Reduce the level of training days lost. | On target - new monitoring arrangements introduced | Reduce the level of training days lost by 5%. |
| 8. | Achieve external accreditation (1) | Quality | Maintain or improve Green Flag ratings | All Green Flag Awards maintained | Maintain or improve Green Flag passes. |
| 9. | Achieve external accreditation (2) | Quality | Retain Green Heritage award for 8 sites | One additional award received for Kenley Common | Retain Green Heritage award for 9 sites |
| 10. | Deliver Sustainability Audits across the Open Spaces - year two of the Departmental Sustainability Improvement Plan (DSIP) | Environment | Complete Phase one audits. Deliver year one of the current DSIP. SMT to agree how to ensure the Audit is carried out across the dept every two years. | Achieved | - Complete year 2 of the current DSIP. - Develop SAS for two other Departments. |
| 11. | Increase the accuracy of customer satisfaction measures | Inclusion | Develop a rolling programme of site surveys. | On target | Implement a rolling programme of site surveys. |

| Ref. | Measure Name | Linked to Departmental Objective | Target: 2012 – 2013 | Performance: ² 2012-2013 | Target: 2013 – 2014 |
|------|---|----------------------------------|---|---|---|
| 12. | Expand Volunteer Working | People | Increase the level of volunteer hours worked. | On target | Increase the level of volunteer hours worked. (11/12 – 46,000) |
| 13. | Improve learning services | Promotion | Maintain the number of sessions held in 2011/12 | See above | Maintain the number of sessions held in 2012/13. |
| 14. | Reduce Energy Consumption | Environment | Achieve a further reduction of 2.5%. | Increase of 10% to date, due to adverse weather conditions. | Achieve corporate target of 2% reduction. |
| 15. | Reduce accidents reported | People | Reduce the number of reported accidents resulting in injuries by 5% | On target | Reduce the number of reported accidents resulting in injuries (2012 – 50). |
| 16. | Prepare strategic presentations for meetings of the Open Spaces, City Gardens and West Ham Park Committee | Quality | Make a presentation to each Committee meeting during the year and identify future strategic projects. | On target | Make a presentation to each Committee meeting during the year and identify future projects. |
| 17. | NEW - Increase use of Open Spaces websites | Quality | N/A | N/A | Increase traffic by 10% on previous year (12/13 – 744,000 hits) |
| 18. | Maintain our market share of burials | Quality | Achieve 8% market share of burials. | 7.5% achieved (after 8 months) | Achieve 8% market share of burials. |
| 19. | Maintain our market share of cremations. | Quality | Achieve 23% market share of cremations. | 22.8% achieved (after 8 months) | Achieve 23% market share of cremations. |
| 20. | Percentage of income for the Cemetery & Crematorium compared with the target income of £3.95m. | Quality | Achieve an income target of £4.05m. | On target | Achieve an income target of £4.1m. |
| 21. | Increase the number of cremations using the new fully abated cremator. | Quality | Carry out 60% of cremations using the new cremator. | 64.8% achieved (after 8 months) | Carry out 60% of cremations using the new cremator. |

1. Showing progress on the indicators which were agreed for 2012/13 and setting new targets for 2013/14.
2. As at the end of December 2012.
3. Includes the City of London Cemetery and Crematorium.

5. Key Projects 2013/16

The key projects which have been identified for the next 3 years, at an individual Open Space level, are listed on the following pages, with their target completion dates and confirmation of the themes that they support. The projects for the Directorate are incorporated within the Departmental Improvement Plan in section 4.

Each Superintendent is responsible for individual projects in their areas. The Directorate and the Management Team will co-ordinate the key departmental issues. Other smaller projects being planned across the Open Spaces during this period are detailed in Local Work Plans, together with significant on-going projects and further information can be obtained from the Superintendents.

In general, all these projects are linked to the departmental objectives and will be funded from the appropriate Open Spaces local risk budget. Progress will be subject to the overall departmental financial position, which is outlined in Section 9 of this plan.

Learning and development requirements associated with these projects are contained within the overall departmental Learning and Development Plan.

Various Key Projects may present increased property portfolio maintenance costs, and therefore when these aspirations materialise, the business case in respect of each will need to reflect not only the initial costs, but also address the means to deal with any ongoing maintenance and property issues that may be associated within them. In addition these Key Projects will need to be initiated and progressed through the City's formal Project Procedure which will provide guidance for spending priority.

| Key Project | Theme Supported | Expected outcome/measure of success | Current target completion date | 2013/14 | 2014/15 | 2015/16 |
|---|-------------------------------|--|--------------------------------|---------|---------|---------|
| <u>BURNHAM BEECHES & STOKE COMMON</u> | | | | | | |
| Review car park charges | Quality | Review car park charges at Burnham Beeches to ensure continuity of services. | April 2015 | | | |
| Conservation Grazing Scheme. | Environment | Deliver phase two of the grazing expansion plan (2013) leading to grazing across approx. 95% of the site in 2014. Carry out appropriate marketing and seek further funding for delivery | Oct 2014 | | | |
| Regeneration of ancient pollards | Quality | Continue programme of experimental projects arising from recommendations of the recent research report | March 2016 | | | |
| Heathland regeneration. | Environment | Deliver projects detailed in the Stoke Common heathland regeneration plan for years 5 - 8 | March 2016 | | | |
| Site protection | Environment | Work closely with South Bucks District Council via the DMDPD planning document to ensure the long-term protection of the Burnham Beeches SAC from development | March 2015 | | | |
| Site safety | People | Design and deliver changes to the entrance to Lord Mayors drive to improve access and visitor safety | March 2014 | | | |
| Capital funding for Burnham Beeches and Stoke Common. | Quality | Draw up capital works programmes and costs and apply for HLS funding | March 2016 | | | |
| Sustainability. | Environment | Continue to carry out the requirements of the second Departmental and Local Improvement Plans stemming from the Sustainability Audit System. Carry out requirements of DSIP from 2015 | March 2016 | | | |
| Team Development | People | Review team structure and consult upon/deliver necessary changes to accommodate new requirements to enforce dog control orders and expansion of the conservation grazing scheme across the site. | March 2014 | | | |
| Introduction of Dog Control Orders | People and Environment | Carry out statutory consultation process and implement Dog Control Orders at Burnham Beeches | March 2014 | | | |
| Works programme – general. | Quality | Deliver projects detailed in the Burnham Beeches Management Plan for years 4-6 | March 2015 | | | |

| Key Project | Theme Supported | Expected outcome/measure of success | Target completion date | 2013/14 | 2014/15 | 2015/16 |
|----------------------------|--------------------|--|------------------------|---------|---------|---------|
| <u>CITY COMMONS</u> | | | | | | |
| Business Plan | Quality | Deliver the management priorities of City Commons as approved by the Committee for 2013/14 so that we achieve a range of key performance indicators that will be assessed using a balanced scorecard approach. | June 2014 | | | |
| Visitor Experience | Quality | Develop and implement a system for inspections to assess the condition of our sites against Green Flag criteria and create a programme of work so that all our sites are maintained at the Green Flag Award standard 365 days a year. | September 2014 | | | |
| Consultation | Inclusion | Put in place changes to consultative committees for three charities so that we work more effectively with local communities, elected members and officers from other organisations. Team members will represent City of London at six meetings. | March 2015 | | | |
| Visitor Survey | Inclusion | Complete analysis of two years of survey data and prepare a report for stakeholders so that we can identify target audiences and make better informed decisions about how we promote our services to local communities. | September 2014 | | | |
| Conservation Grazing | Environment | Produce a Business Plan for grazing in a sustainable way so that we continue to meet the needs of our sites, applying constraints of Environmental Stewardship to achieve indicators of success and maintain them in favourable condition. | March 2016 | | | |
| Tree Health | Environment | Work in partnership with others to monitor our trees and woods for known diseases so that we prevent harm being caused to the biological, historical and cultural interest of our sites or our visitors. With focus on our veteran trees and ancient woodland. | March 2015 | | | |
| Kenley Revival Project | Environment | Continue working in partnership with English Heritage, Kenley Airfield Friends Group and the City so that we can fund conservation work and interpretation of important heritage features of Kenley Common. | December 2013 | | | |
| Marketing Plan | Promotion | Apply our improvement plan so that we share consistent message with stakeholders and encourage greater involvement by local people and communities, using new technology to engage with a wider audience. | December 2014 | | | |
| Volunteers | People | Implement the Open Spaces Department strategy, policy and procedures so that we provide and sustain new opportunities and improve the quality of experience when volunteering across City Commons. | March 2014 | | | |

| Key Project | Theme Supported | Expected outcome/measure of success | Current target completion | 2013/14 | 2014/15 | 2015/16 |
|-------------|-----------------|-------------------------------------|---------------------------|---------|---------|---------|
|-------------|-----------------|-------------------------------------|---------------------------|---------|---------|---------|

| | | | | | | | | | | | | | | | | | | | |
|---|--------------------|---|-----------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | | date | | | | | | | | | | | | | | | | |
| EPPING FOREST | | | | | | | | | | | | | | | | | | | |
| Management Plan – Pre-consultation document | Quality | Complete consultation and publish report. Commission two consultants, one to write report and one to deliver web-based consultancy. | September 2013 | | | | | | | | | | | | | | | | |
| Management Plan – Development | Quality | Draft tender document, commission consultants and form Working Groups, to deliver the new plan. | March 2014 | | | | | | | | | | | | | | | | |
| Golf Course Review | Promotion | Implement Recovery Plan and tender contract management arrangements | March 2014 | | | | | | | | | | | | | | | | |
| Branching Out Project | Promotion | Development of Gateway concept for key strategic entrances to the Forest. | October 2014 | | | | | | | | | | | | | | | | |
| Forest Transport Strategy | Promotion | Develop plans for 5 safe crossing points in new 40mph zones, including a crossing for Rangers Road. | March 2014 | | | | | | | | | | | | | | | | |
| Grazing Strategy Implementation | Quality | Install Boviguard™ barrierless technology; fencing; cattle grids and bypass gates. Secure planning permission for overwintering facility and complete construction. | December 2013 | | | | | | | | | | | | | | | | |
| Gifford Wood Appeal | Environment | Support fundraising events including Lord Mayors Tree Part; secure Woodland Grant Funding and plan new wood alongside new memorial structure. | March 2014 | | | | | | | | | | | | | | | | |
| Highams Park | Environment | Dam project consultation, provide assistance with Scout hut relocation and provide Conservation Management Plan. | April 2014 | | | | | | | | | | | | | | | | |
| Jubilee Pond | Environment | Complete pond lining; landscaping; construction of all ability access trail and implement volunteer led planting scheme. | June 2013 | | | | | | | | | | | | | | | | |
| Land Registration Project – Phase 2 | Quality | Complete land registration process and address legal challenges arising from claims. | September 2013 | | | | | | | | | | | | | | | | |
| Wanstead Park | Quality | Tender and manage hydrological study. Build on English Heritage’s Strategic Assessment to secure funding for a Conservation Management Plan. | March 2014 | | | | | | | | | | | | | | | | |

| Key Project | Theme Supported | Expected outcome/measure of success | Current target completion date | 2013/14 | 2014/5 | 2015/16 |
|----------------------------------|----------------------------------|--|--------------------------------|---------|--------|---------|
| <u>HAMPSTEAD HEATH</u> | | | | | | |
| Budget reductions | Quality | Achieve reductions in accordance with July 2011 Management Committee approval and update Members on progress. | March 2015 | | | |
| City Bridge Trust | Quality | Continue to implement projects and services to promote education and biodiversity that supports communities across Greater London. Develop proposals for potential future funding opportunities. | March 2015 | | | |
| Water Management Project | Quality & Environment | Continue to support the Water Management Project; key stages to success include development of the design options, detailed design and successful public consultation and engagement, procurement and implementation. | March 2016 | | | |
| Additional Works Programme | Quality | Liaise with City Surveyor to implement the agreed programme for additional works for Hampstead Heath. | March 2016 | | | |
| City of London Festival & Events | Promotion | Irish Celebration as part of the City of London Festival, at Parliament Hill in June 2013, along with the Legacy and Heritage Festivals. Affordable Art Fair and other third party events, including Race for Life, the London Jewish Literary Festival at Golders Hill Park | March 2014 | | | |
| Car Parking Implementation | Quality & Environment | East Heath Car Park – Implementation of the car park and South End Green landscape improvements and enhancements | July 2013 | | | |
| Social/New Media Development | Promotion | Investigate, develop and manage the use of social/new media communication mediums, such as Facebook for NLOS, to engage with a range of customers. | March 2014 | | | |
| Heath Hands | Inclusion & People | Work with Heath Hands to further develop their role, empowering them to take ownership of projects, such as Whitestone Gardens. Develop in partnership a broader range of volunteering opportunities, such as the RSPB/HLF “Wild about the Heath” project. | March 2016 | | | |
| Tree Risk Management | Quality & Environment | Develop the tree risk management system in line with best practice and continue to monitor tree health to manage risks, for example massaria on London Planes | Sept 2013 | | | |
| Play and Education | Inclusion & People | Develop a strategy for the Play and Education service to maximise use of resources and delivery of the highest possible standards of environmental education and play. | Dec 2013 | | | |

| Key Project | Theme Supported | Expected outcome/measure of success | Current target completion date | 2013/14 | | | | 2014/15 | | | | 2015/16 | | | |
|---|------------------------------------|--|--------------------------------|---------|--|--|--|---------|--|--|--|---------|--|--|--|
| <u>HIGHGATE WOOD</u> | | | | | | | | | | | | | | | |
| Operational Structures | Quality | Reorganise Highgate Wood operational structure to accommodate the necessary budgetary reductions. | March 2014 | | | | | | | | | | | | |
| Conservation Management Plan | Environment | Finalise the CMP and make it widely available to the public via a variety of appropriate mediums. | September 2013 | | | | | | | | | | | | |
| Woodland management | Environment | Continue to monitor long term management of woodland, detailing the current issues with regard to ecology and compaction. | March 2014 | | | | | | | | | | | | |
| City Bridge Trust | Quality | Implement projects and develop services identified in obtaining grant funding to provide educational and biodiversity projects that support communities across Greater London. Develop proposals for potential future funding. | March 2014 | | | | | | | | | | | | |
| Sustainability | Environment | Investigate the opportunities for the installation of photo voltaic cells, on the roof of the Machine Shed, to generate electricity for the site. | March 2014 | | | | | | | | | | | | |
| <u>QUEEN'S PARK</u> | | | | | | | | | | | | | | | |
| Operational Structures | Quality | Reorganise Queen's Park operational structure to accommodate the necessary budgetary reductions. | July 2013 | | | | | | | | | | | | |
| Queen's Park Conservation Management Plan | People | Undertake wide public consultation on the draft plan and seek committee views before adopting CMP. | March 2014 | | | | | | | | | | | | |
| Queen's Park JCG | Inclusion | Review the Joint Consultative Committee structure and composition and implement approved changes. | December 2013 | | | | | | | | | | | | |
| Events | Environment | Hold at least four outdoor cinema events during 2013 and raise additional income. Host The Queen's Park Book Festival. | December 2013 | | | | | | | | | | | | |
| Play Area | Inclusion & Environment | Implement construction of 2 further items of play equipment in Phase 2A of the play area development. Continue to develop the Fund-Raising Group with the community and hold 3 events/meetings. | March 2015 | | | | | | | | | | | | |
| City Bridge Trust | Quality | Implement projects and develop services identified in obtaining grant funding to provide educational and biodiversity projects that support communities across Greater London. Develop proposals for potential future funding. | March 2014 | | | | | | | | | | | | |

| Key Project | Theme Supported | Expected outcome/measure of success | Current target completion date | 2013/14 | | | | 2014/15 | | | | 2015/16 | | | |
|---------------------------------------|---------------------------|--|--------------------------------|---------|--|--|--|---------|--|--|--|---------|--|--|--|
| WEST HAM PARK | | | | | | | | | | | | | | | |
| Conservation Management Plan | Quality | Continue to explore funding opportunities to enable completion of the playground master plan. Commence implementation of phase 2 actions in CMP including production of a Tree Strategy and feasibility study for the creation of a café in the Park. | June 2014 | | | | | | | | | | | | |
| Nursery Business Plan | Quality/ Promotion | Complete Year 4 actions identified in the Nursery Business Plan and report activity and achievements to Members. | April 2014 | | | | | | | | | | | | |
| London in Bloom | Quality/ Promotion | Participate in and achieve Silver Gilt or better in relevant categories in the London in Bloom campaign. | October 2013 | | | | | | | | | | | | |
| Apprenticeships | Inclusion/ people | Using funding already secured, work with The Royal Parks and the charity Roots & Shoots to identify 3 young people to undertake horticultural training across a range of sites. Create robust evaluation and monitoring tools to ensure candidates have a valuable and successful learning experience. | September 2015 | | | | | | | | | | | | |
| Security improvements to sports areas | Quality | Replace perimeter fencing around tennis courts, store and cricket nets. | June 2013 | | | | | | | | | | | | |
| Newham partnership working | Inclusion | On-going requirement to provide input and participate in strategic planning and activities being led by LB Newham such as Play Partnership (Aiming High), Sports Development Partnership and other borough organisations i.e. Police, schools etc. Actively seek opportunities for shared services. | March 2016 | | | | | | | | | | | | |
| City Bridge Trust | Inclusion/ Environment | Implement educational and biodiversity projects using City Bridge Trust Funding secured for 2011-14. | March 2014 | | | | | | | | | | | | |
| Minimise Park water usage | Environment | Seek to reduce water usage in Park and Nursery through undertaking a full audit of water utilities across the site, implementing action points and good practice gleaned through Sustainability Improvement Group and SAS action plan. | September 2014 | | | | | | | | | | | | |

| Key Project | Theme Supported | Expected outcome/measure of success | Current target completion date | 2013/14 | | | | 2014/15 | | | | 2015/16 | | | |
|------------------------------------|------------------------------|--|--------------------------------|---------|--|--|--|---------|--|--|--|---------|--|--|--|
| CITY GARDENS | | | | | | | | | | | | | | | |
| City Gardens Management Plan | Quality | Deliver year 2 actions in the City Gardens Management Plan and create an action plan for year 3. | April 2014 | | | | | | | | | | | | |
| Crossrail project management | Quality | Provide site related input at project board meetings, annually report to Members, guide reinstatement plans, activity and resource requirements. | March 2016 | | | | | | | | | | | | |
| London in Bloom | Quality/ Promotion | Participate in relevant categories and achieve Silver Gilt or better in London in Bloom campaign. | October 2013 | | | | | | | | | | | | |
| City Gardens vehicles | People/ Environment/ Quality | Undertake a full review of the City Gardens fleet, with a view to ensuring that all vehicles are as environmentally sustainable as possible whilst remaining fit for purpose, and ascertaining whether the current service is providing optimum value for money. | June 2013 | | | | | | | | | | | | |
| Biodiversity Action Plan 2010-2015 | Environment | Deliver the BAP approved actions within the set target dates, including protecting and enhancing City Sites of Local Importance for Nature Conservation. | March 2015 | | | | | | | | | | | | |
| Lighting review | Environment | Change all existing light bulbs and tubes across the City Gardens for low energy units. | December 2013 | | | | | | | | | | | | |
| Waste Recycling | Environment | Install recycling units at appropriate locations within the City's green spaces in order to maximise recycling rates and identify savings through reducing the amount of mixed recyclables going to landfill. | March 2014 | | | | | | | | | | | | |
| Street Scene initiatives | Environment/ Quality | Continue to seek improvements to City Gardens through the Environmental Enhancement Team & Community Infrastructure Levy/Section 106 funding and, where possible, address deficiencies highlighted in the Open Space Strategy. | March 2016 | | | | | | | | | | | | |
| City of London Open Space Strategy | People/Quality/ Environment | Work with Planning department's policy team to review the Open Space Strategy, providing information gleaned from user surveys to inform and update actions and policies, as appropriate. | March 2014 | | | | | | | | | | | | |
| Events Policy | Inclusion/ Promotion | Investigate the implications of the various legislation governing City Gardens and Bunhill Fields with a view to providing guidance for the future marketing and management of events in the open spaces. | September 2013 | | | | | | | | | | | | |

| Key Project | Theme Supported | Expected outcome/measure of success | Current target completion date | 2013/14 | 2014/15 | 2015/16 |
|--|--------------------|--|--------------------------------|---------|---------|---------|
| <u>CEMETERY & CREMATORIUM</u> | | | | | | |
| Quality Awards | Quality | Achieve Green Flag and Green Heritage awards for the site. | August 2013 | | | |
| Educational use | People | Develop the site as an educational resource by providing guided tours, educational visits to schools, Health Professionals, industry professionals and universities and by taking part in Open House | April 2014 | | | |
| IS improvements | Quality | Develop on-line access for funeral directors to make bookings | August 2013 | | | |
| Medium term lawn grave burial space plan | Environment | Develop the first phase of the Shoot Project to achieve Gateway 3/4 approval. | April 2014 | | | |
| Reclaim traditional graves for reuse. | Environment | Reclaim 200 traditional graves for reuse by extinguishing the existing rights of burial through powers under the City of London Various Powers Act 1969 and London Local Authorities Act 2007. | April 2014 | | | |
| Develop friends of the cemetery group | People | Develop a 'friends of the cemetery' group in order to improve communication and stakeholder involvement in the site. | Dec 2013 | | | |
| Memorial Inspections | People | Complete a quinquennial inspection programme of all memorials within the City of London Cemetery. | April 2015 | | | |
| Energy use and sustainability | Environment | Fit photovoltaic cells to the modern crematorium roof and investigate heat recovery from cremation. | Dec 2014 | | | |
| Tree surveys | People | Complete quinquennial inspection of cemetery trees and carry out works to ensure that tree safety is maintained. | April 2014 | | | |

6. Capital Projects

Planning Ahead - The following Open Spaces projects will require over £50k of capital expenditure in the next 5 years.

| Brief description of potential project | Estimated cost | Indicative source of funding | Indicative timetable for project |
|---|---------------------------------------|--|----------------------------------|
| Hampstead Heath – Ponds Project. | £15.1 million | City's Cash | Completion by Spring 2016 |
| Hampstead Heath – Bathing pond facilities improvements. | £1 million | City's Cash | Completion by 2017 |
| Epping Forest – Highams Park Lake reservoir improvements | £1.9 million | City's Cash | Completion by 2014 |
| Epping Forest – Jubilee Pond enhancement. | Up to £450,000 | City's Cash and external funding | Completion by 2014 |
| Epping Forest – Wood pasture grazing – overwintering facility. | £123,000 | Forest trading account, local risk and Heritage Lottery Fund | Completion by 2013 |
| Epping Forest – Branching Out project | £2 million (for the remaining phases) | Heritage Lottery Fund, local risk and external funding | Completion by August 2014 |
| Epping Forest – Baldwin's & Deer Sanctuary Pond | Up to £1.5 million | City's Cash and Forest Fund | Subject to funding |
| Epping Forest – Wanstead Park Improvements. | Up to £5 million | Heritage Lottery Fund and external funding. | No timetable at this stage |
| Epping Forest Woodlands | £160,000 | Forestry Commission grant funding and timber sales. | No timetable at this stage |
| Burnham Beeches – Pond embankments. | £103,000 | City's Cash | Completion by Dec 2016 |
| Cemetery – Extending burial space (The Shoot). | Up to £500,000 | Cemetery reserve fund | Completion by December 2016. |
| City Commons – Kenley Airfield | £500,000 | Heritage Lottery Fund and external funding | No timetable at this stage |
| West Ham Park - Cafe | £500,000 | Sale of asset and external funding | No timetable at this stage |

7. Other Key Departmental Activities during 2013/14

STRATEGIC PRESENTATIONS

The Director of Open Spaces will continue to make presentations to the Open Spaces and City Gardens Committee, providing fuller consideration of strategic issues affecting the Open Spaces and developing/ improving Open Space strategy. As a result of the presentations in the last year, the following actions have been agreed:

- Tree Diseases
 - Action – Increase reporting in 2013/14, following the Conference held at Guildhall in January 2013.
- Planning
 - Action - Meet the GLA to aim to strengthen the policy on strategic open spaces, as part of the London Plan review.

Further key areas have been identified for possible consideration by the Committee in 2013/14:

- Green Arc
- Cycling
- Various Powers Bill
- Benchmarking
- Branding
- Health & Safety

The outcome of any follow up action will be reported to the Committee during the year.

MANAGING CHANGE AND TRANSFORMATION

- PP2P

The Procurement and Procure to Pay programme is having a major impact on the way the City Corporation purchases its supplies and services in the future and the impact on the Open Spaces Department will be significant. For that reason the Department has recognised the importance of participating in most of the Category Boards that have been established to ensure the successful outcome of the overall programme.

The Department has a Change Partner who has been instrumental in promoting the implementation of the City of London Procurement Service and ensuring that the transformation required from this project will be delivered. Given the geographically dispersed nature of the Department, an improvement group and regular management team briefings will also be used in the change process.

- Working with Business Partners

The Department will continue to work closely with the Head of Finance, HR Business Partner and IS Business Relationship Manager. These officers are invited to attend departmental Senior Management Team meetings to contribute and offer advice on their areas and gain a better understanding of the key issues affecting the Open Spaces.

- Legacy of the London Olympics

In the last year the Department organised a very successful Green to Gold Well Being Festival to encourage, engage and inspire communities to use Open Spaces for positive recreation to enhance health and wellbeing. A programme of activities was organised across all the Open Spaces with the aim of encouraging their use for walking, cycling, riding and a range of other healthy activities. It is our intention to ensure the programme continues in future years, with the communities who use our Open Spaces, as part of the Olympic legacy.

- Social Media

The department has produced an initial social media strategy. Work is underway to create and develop relevant social media platforms to engage and converse with new audiences across all Open Spaces.

8. Key Achievements in 2012/13

The City's Open Spaces, including the Cemetery and Crematorium, were awarded 15 Green Flag Awards and 9 areas were also accredited as Green Heritage Sites.

Burnham Beeches:

- Designed and implemented phase one trials of invisible fencing – a significant step towards whole site grazing.
- Met 12.5% budget cuts via income generation from weekend and bank holiday car park charges
- Completed year four of the Stoke Common heathland restoration plan and the annual pollard restoration programme at Burnham Beeches
- 6,500 volunteer hours committed by the local community
- Installation of wood pellet boiler at the Estate office to reduce energy bills/CO2 emissions and generate income from the Renewable Heat Incentive

City Gardens:

- Planning and delivery of Diamond Jubilee, Olympic and Paralympic activities relating to the City's green spaces
- Gold and category winner, best Small Cemetery and Small Park of the Year awards in the London in Bloom competition
- Completion and unveiling of the "Queen's Diamond Jubilee Garden" as one of the Fields in Trust's Queen Elizabeth Fields in celebration of the Jubilee year
- 1,000 City workers, residents and visitors surveyed to help inform the Open Space Strategy review in 2013
- Completion of the dedication of Tower Hill Garden as a Queen Elizabeth II Field and a successful bid for a legacy grant for the site.

West Ham Park:

- Summer sessions of professional sports coaching delivered in partnership with the London Borough of Newham celebrating the Olympic and Paralympic Games
- Gold and Large Park of the Year award in the London in Bloom competition
- Delivery of the first year's seasonal bedding plants as part of a 7 year contract with The Royal Parks
- Installation of an all-inclusive play mound and slide as part of the Playground Masterplan

Hampstead Heath:

- City Bridge Trust - continued to implement projects and services to promote education and biodiversity that support communities across Greater London.
- Continued to support the Flood Management and Water Quality project; key stages to success include the appointment of a Design team, detailed design and full public consultation and engagement.
- Developed and implemented a Local Improvement Plan arising from the Sustainability Audit for Hampstead Heath.
- Delivered the Festival of Sport and Well Being as the Heath's contribution to the 2012 celebrations and promoted the Get Out, Join in theme for other Open Space activities.
- Celebration of welcoming the World, as part of the City of London Festival, at Parliament Hill in July 2012. Diamond Jubilee Celebrations at Golders Hill Park, in partnership with the London Borough of Barnet, Affordable Art Fair and other third party events, including fairs, circus and Race for Life.
- Developed new management arrangements for Parliament Hill Bowling Green and a new Management Plan.
- Implemented the extension of car park and South End Green area enhancements and developed a plan which will provide a framework for future improvements and legislative compliance.

Highgate Wood:

- Reviewed the organisational structure to accommodate the necessary budgetary reductions.
- Prepared a draft plan and undertook wide public consultation before seeking committee views and adopting a Conservation Management Plan (CMP).
- Continued to monitor long term management of woodland, detailing the current issues with regard to ecology and compaction.
- Implemented projects and developed services identified in obtaining grant funding to provide educational and biodiversity projects that support communities across Greater London.
- Undertook sustainability audit to review progress with the implementation of the improvement plan.

Queen's Park:

- Reviewed the organisational structure to accommodate the necessary budgetary reductions.
- Undertook procurement of lead consultant and established working group to prepare draft Conservation Management Plan.
- Works commenced to change the seasonal bedding displays in the Quiet Garden to sustainable plantings, resulting in a reduction in the number of gardening staff. These landscape changes have been supported by the local community.
- Held three outdoor cinema events during 2012 and raised additional income.
- Installed two items of play equipment in Phase 1 of the play area development.
- Established a Fund-Raising Group with the community and held three events/meetings.

City Commons:

- Over 11,000 volunteer hours achieved across all 7 Commons
- Significant areas of New Hill and Farthing Downs managed to create the right conditions for the restoration of chalk downland.
- Volunteers managed woody vegetation on Kenley Common to protect historically important wartime structures.
- Approximately 150 veteran oak pollards on Ashted Common managed to prolong their life.
- Development of a Consultation Strategy to provide a framework for communicating with and involving our local communities.
- Marketing and Communication Plan developed to ensure effective communication with our audience and stakeholders and maximised electronic media to improve communications and reduce direct costs. Enews distributed monthly and the biannual Newsletter is now sent electronically. City Commons is now on Facebook and Twitter.

Epping Forest:

- Management Plan – Pre-consultation draft document has been completed by external copy writers with 5 themes and 56 subject areas.
- New visitor centre – New Gateway facilities launched – Butlers Retreat Café/ Restaurant in February and 'The View' Visitor Centre with learning room; shop and 220m² of displays opened by Ranger the Duke of Gloucester in July 2012.
- Grazing Strategy Implementation – Testing of Boviguard™ system completed satisfactorily and gridless road system installed. Certificate of Lawful Development secured for fencing. Cattle Expansion Plan adopted by Committee.
- Epping Forest Tree Planting Fund – Project launched as part of the Lord Mayor's Appeal, by participation in the Lord Mayor's Show, followed by initial planting in January 2013. Woodland Planting Grant plans developed.

- Highams Park – Seven public consultation events completed. Scoping and Design study underway for potential replacement watersports centre. Tenders for the dam reinforcement to be returned.
- Jubilee Pond – Certificate of Lawful Development secured for works, tenders completed January with works commencing in March 2013.
- Forest Standard – Trail designs for a range of elements have been tested.
- Land Registration Project – Phase 2 – Broad agreement reached with the Land Registry on Forest area to be claimed subject to Committee approval.

Cemetery & Crematorium:

- Completion of the newly restored historic crematorium building.
- Provided the venue for two industry specific one day seminars at the Ernie Turner Training Centre.
- Provided or facilitated educational visits from 4 local schools, 2 Universities and 4 professional groups.
- Provided free monthly Guided History walks throughout the Summer months
- Removed a further 100 metres of conifer hedge and replaced with a more suitable formal hedging material as part of our on-going Conservation Management Plan works.
- Eight paid filming events using locations at the Cemetery.

Directorate:

- New Open Spaces pages produced for the launch of the new Corporate Website.
- Open Spaces intranet site updated and new content added.
- Open Spaces Annual Report redesigned and well received.
- 99% of undisputed invoices receipted within 30 days.
- Promotion of a departmental Wellbeing Festival associated with the 2012 Olympics.
- Reviewed Risk Assessments and Safe Systems of work across the whole department and made available for staff guidance via the intranet.
- Promotion of conference at Guildhall to highlight the increase in tree diseases, in conjunction with the Forestry Commission.

9. Financial Summary

All of the Open Spaces are funded from City's Cash (the City's own investment funds), apart from the City Gardens and the City of London Cemetery and Crematorium, which are funded from the City Fund (which meets the cost of the City's Local Authority, Police and Port Health Authority activities). A summary of the latest approved local risk budgets for 2012/13 and the original budgets for 2013/14 for each Open Space is listed in [Appendix B](#).

The Open Spaces Department took over the management of the City of London Cemetery and Crematorium from September 2011 and the Cemetery and Crematorium is included in all the figures in this summary, to aid comparison.

Financial Summary 2011/12

In 2011/12, the overall final agreed budget for the Open Spaces was £18.21 million, including the Director's local risk net budget of £12.58 million. Within this total, overall underspend was £1,873,000, of which the Director of Open Spaces' local risk underspend amounted to £292,000 (0.023% of the local risk budget). A request to carry forward £217,000 of this underspend to 2012/13 was approved.

Budget Position 2012/13

The latest approved budget for 2012/13 totals £17.10 million, (including the Director's Local Risk of £11.80 million), a decrease of £1.11 million when compared with the final agreed budget for 2011/12. This decrease is a result of several changes during the year, including approved staffing and other budget reductions, following corporate reviews and a decrease in the budget for the Additional Works Programme. The impact of the grant from the City Bridge Trust has also mitigated the budget reductions. At the 9-month stage, forecasts of expenditure and income suggest that the outturn should be in line with the latest approved budget.

Revenue Budget 2013/14

The original provisional revenue budget for 2013/14 totals £17.08 million, (including the Director's Local Risk of £11.28 million), a decrease of £15,000 when compared with the latest approved budget for 2012/13. This decrease relates mainly to the remainder of the 10% reductions being applied to most Chief Officers' local risk budgets.

Among the main elements of the overall budget policy guidelines for 2013/14 originally agreed by the Policy and Resources and Finance Committees were:

- ♦ Continuing the remainder of the approved budget reductions across most local risk budgets for City Fund and City's Cash activities, as well as the proper control of transfers of non-staffing budgets to staffing budgets.
- ♦ The 2% efficiency savings to be achieved by 2014/15 comprising a 1% saving in 2013/14 and further 1% saving in 2014/15.
- ♦ A general protection of repairs and maintenance budgets.

City Bridge Trust

The 10% budget reductions have been mitigated, at least in the short term, by a successful bid to the City Bridge Trust in relation to biodiversity, education and outreach work at Hampstead Heath, Queen's Park, Highgate Wood, Epping Forest and West Ham Park. The grant amounts to a total of approximately £1m each year for 2011/12, 2012/13 and 2013/14. The impact on the budget beyond 2013/14 will need to be managed.

City's Cash activities

Following staff changes at most sites in recent years, the new pressures for significant reductions in local risk budgets have required managers to consider all opportunities for income generation, as well as limiting the impact on front line services. Wherever possible, back office efficiencies and new partnership opportunities are being considered.

City Fund

The Department's City Fund expenditure, which is included in the figures above, is accounted for by the City Gardens and the Cemetery and Crematorium. There are a number of factors and potential pressures on the City Gardens budget and the financial effect of sites being included or deleted from the work programme as a result of developments in the City and Street Scene initiatives will need to be kept under review. However the City Gardens will continue to identify further funding opportunities in the future. For the Cemetery and Crematorium the pressure of delivering value for money remains and further income generation or budget reductions will be considered.

Repairs and Maintenance

In addition to on-going scheduled works, the Policy and Resources Committee has agreed an additional programme of repairs and maintenance work to enable the highest priority schemes and precautionary surveys from the City Surveyor's 20 year plan to proceed as soon as possible.

For the Open Spaces the latest approved budget for all work carried out in 2012/13 by the City Surveyor's Department is £3.74 million, with an original budget of £4.25 million for 2013/14. This increase is due to this additional programme of work and the phasing of projects across the Open Spaces.

Departmental Financial Management

Each Superintendent through their management team monitors their local risk budget closely. The Director will also continue to hold regular quarterly meetings with each Superintendent, to review progress on keeping within their budget. A review of the overall departmental budget position is also reported to the Open Spaces and City Gardens Committee every quarter and also to Port Health and Environmental Services Committee for the Cemetery. Following the corporate Finance Review, the Head of

Finance in the Chamberlain's Department with responsibility for the Open Spaces, attends bi-monthly meetings to provide financial advice and support to the Senior Management Team.

BREAKDOWN OF EXPENDITURE AND INCOME

The charts below indicate how the overall Local Risk budget for 2013/14, under the control of the Director of Open Spaces, is allocated across each site (**all figures in £000's**).

Key:

Local Risk – Expenditure 19,075

Local Risk – Income 7,795-

Net Expenditure 11,280

Central Risk 2,613 -

Recharges 4,016

Total Net Expenditure 12,683

Employees: 14,103

Premises related expenses 1,896

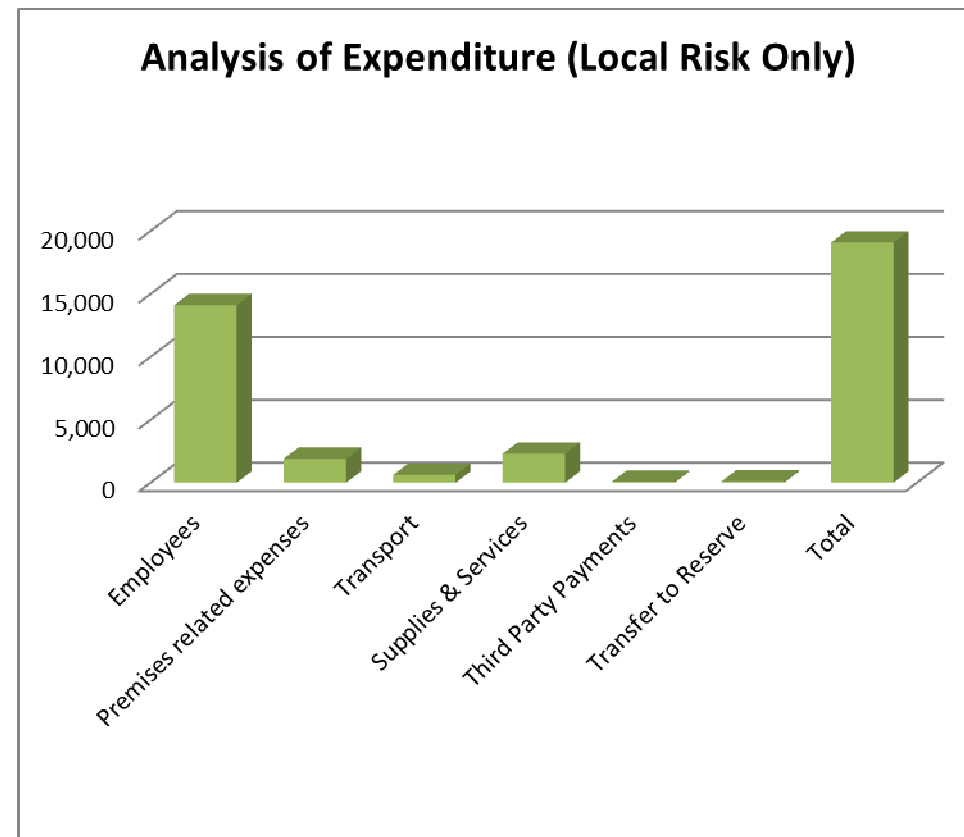
Transport 607

Supplies & services 2,288

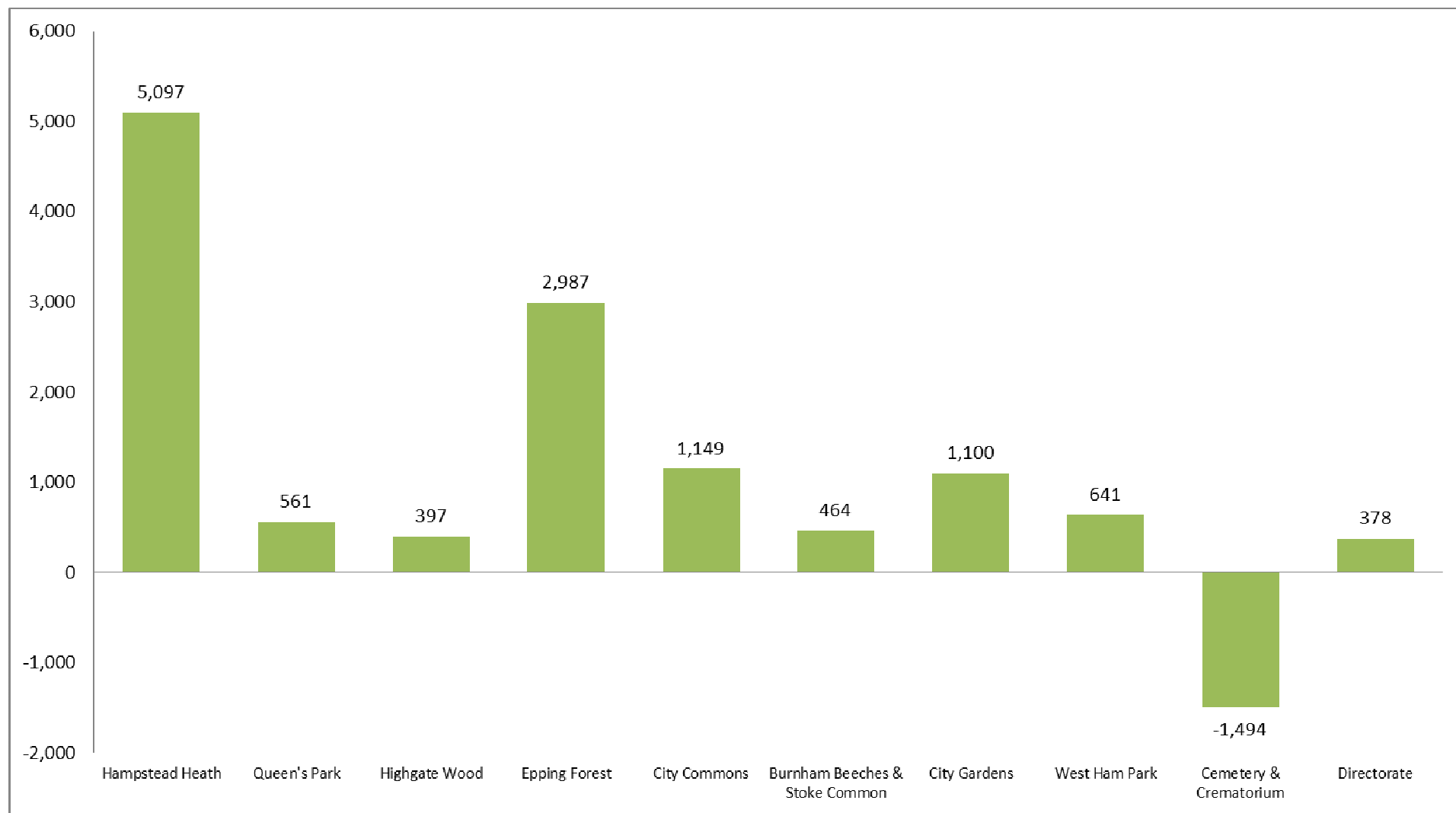
Third Party Payments 81

Transfer to Reserve 100

Total 19,075

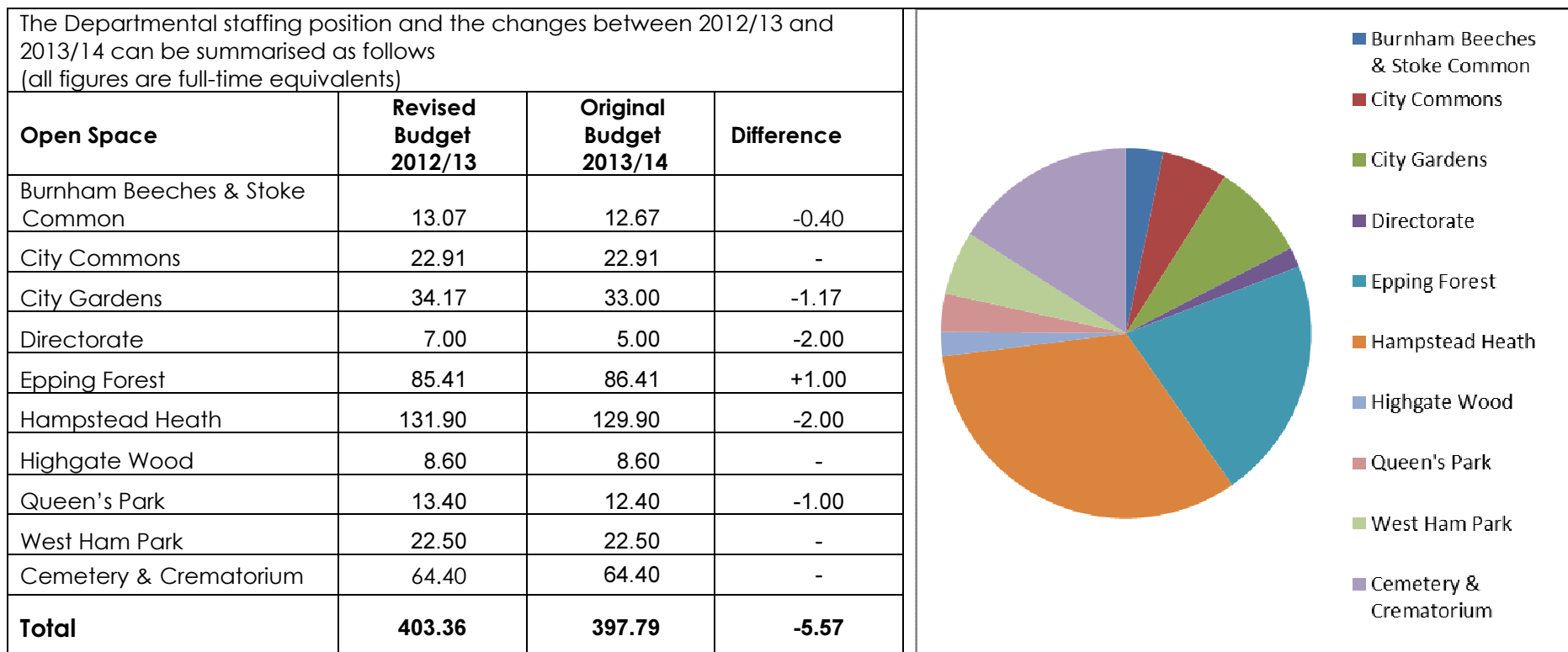


Total Original Net Budget by Site 2013/14 (Local Risk Only)



All figures in £000s

10. Human Resources



These figures include a number of temporary seasonal posts, mainly at Hampstead Heath, that are filled during the busy summer months. Figures are as at December 2012 and precise numbers may change, as they are subject to staffing reviews at individual sites and to the actions required to achieve necessary budget reductions. The staffing numbers also reflect the shift patterns that need to be worked in all the Open Spaces and the cover that is required to provide services 365 days a year. They also include posts at several sites that are currently funded by a grant from the City Bridge Trust.

STRATEGIC HUMAN RESOURCES MANAGEMENT

Employees account for almost 70% of the total budget, therefore striking the right balance between the provision of a quality service, the people skill sets required to achieve this provision and the overall people costs, is key to how the Department manages its people. In an era of declining financial resources, the Department will increasingly be required to strategically plan the human resources required to maintain services and continue stringent workforce planning, working closely with the HR Business Partner.

Workforce Planning

- **Succession planning** – the Department requires specialist skills to provide a quality service. Many employees in the Department are over 40 years old and some skills take years to acquire. Work is on-going to identify the future skills required and identify successors to the workforce. This is being conducted in conjunction with work on talent management. The Department has identified that talent is crucial to the continued level of service that we provide and Senior Management will continue to identify talent and nurture it. Another key route to succession is the development of apprentices at some sites.
- **Risk management** – The HR Business Partner will continually assess and report quarterly on risk in relation to case management, recruitment and retention, equal opportunities and all other people risks that affect the Department. The Department will continue its work to improve the wellbeing of its employees, manage sickness and absence and encourage the highest levels of health and safety.
- **Recruitment and retention planning** – Planning and recruitment, by attracting and recruiting the highest calibre of person possible, supports succession planning. The Department has to deal with different demands during the year, especially in the Summer months when the public use of our Open Spaces increases. This requires the Department to use casual labour and flexible working hours with an associated cost to the business.
- **Multi skilling and outsourcing** – as part of the continuing drive for efficiency and cost savings a skills audit gap analysis will be conducted.

TRAINING / STAFF DEVELOPMENT *(linked to Departmental Objective 5)*

The development of staff remains a high priority within the Department and a comprehensive record of training is now included on TRENT, the corporate HR computerised system for all staff. Individual training needs are identified from the performance and development reviews. While many courses will be arranged by the Department, there is a need to tailor some of the centrally funded courses, with the support of the central training section. A Career Development Framework has been developed by the Learning and Development Improvement Group to provide more information to staff on training options. In the coming year, the response to this Framework will be reviewed by the Improvement Group and an action plan introduced to tackle some new initiatives.

The range of courses that staff in the Open Spaces need to attend, to receive appropriate training for different aspects of their jobs, is extensive and although budget reductions have been necessary, an overall budget of over £100,000 remains in 2013/14 for training courses which are not funded centrally. The revised Departmental Training Manual covers all the roles within the Department within a new generic format and identifies mandatory, health and safety and role related skills and is designed to be used during appraisal discussions. The purpose of this manual is to ensure that all training is linked to the job role and to departmental and organisational objectives. The Department also has a Learning and Development Strategy and reviews key activities annually.

Priorities for 2013/14

The Departmental learning priorities for the coming year support the corporate learning priorities which are:

- Leadership and Management
- Communication
- Managing Change

The priorities will be for all staff to attend all mandatory corporate courses and for existing staff to be provided with refresher training to keep their skills and knowledge fresh in order to fulfil their role to their full potential.

The Department will continue to work with a number of outside agencies including Capel Manor to maximise training opportunities and any new funding initiatives. Such funding helps to fully utilise the training budget within Open Spaces. The Department will continue to support apprenticeships and advance horticultural knowledge and practical skills by allowing a range of students to

work in our Open Spaces sites whilst gaining a recognised horticultural qualification. Apprentices are currently being employed at Epping Forest as part of the Branching Out project and at some other sites. The potential to employ another management trainee will be explored and internal secondments will also be encouraged.

GROW

Grow is an initiative run by a consortium of British organisations involved in a wide range of horticultural sectors. Its core objective is to promote careers in horticulture and green space management. The City of London is one of the founding partners of GROW and will continue to promote the initiative. Benefits to us include encouraging recruitment and ensuring a sustainable future for the horticultural/ green space management sector.

TRAINING TO BE UNDERTAKEN

The following areas of training will be developed during the year:

Management Training and Continuing Professional Development:

Personal Safety and Awareness Training:

Computer Skills:

Information Security Training:

Tested competence of equipment and machinery:

Health and Safety:

Progress on achieving this training and evaluating the effectiveness of the courses provided will be monitored and reported 6 monthly in business plan progress reports. Staff with relevant experience have also been identified to help others, for example with IT skills and, where appropriate, they have also been encouraged to identify colleagues as mentors.

DEPARTMENTAL STAFF CONFERENCE:

- The Conferences have provided an opportunity for staff from all sites to meet and discuss current issues, and the key aims and objectives for the Department for the coming year and have been very successful and well received by staff. A joint conference for Managers and other staff is planned for November 2013, which will take place in the most cost effective location.

11. Other Corporate Considerations

ASSET AND PROPERTY MANAGEMENT

The City Surveyor's Department provides property asset and property management advice to Open Spaces in support of its operational activities, especially dealing with the maintenance and repair of all buildings and infrastructure within the Open Spaces. Service Level Agreement will define the maintenance and performance standards.

The property forward maintenance plans (20 year plans) are produced and regularly reviewed for all of the Open Spaces sites, they provide an overview of Reactive and Planned maintenance provisions and more detailed cyclical maintenance requirements. The cyclical works element is used to create the Additional Works Programme which has been approved for repair and maintenance works across service departments, and prioritises resources to existing property assets but is not intended to fund new improvement schemes. A budget for the 2013/14 Additional Works Programme has been approved and the City Surveyor is preparing proposals for consultation on the 2014/15 Additional Works Programme.

Although the potential to attract external funding by offering 'match funding' has been considered, which could help the City address essential projects and deliver real benefits, the general pressure on existing capital projects is presently the City's priority. However, with the importance of maintaining high standards for the City's assets, other sources of funding will continue to be explored by Open Spaces over the life of the Business Plan as and when opportunities present themselves including Heritage Lottery Fund (HLF) bids and partnership approaches which will need to be considered on their merits together with funding implications and priorities.

Over the period of this Business Plan, the Director of Open Spaces in conjunction with the City Surveyor will be seeking to identify opportunities to optimise use of the operational assets, maximise property income and control property operating costs.

EQUALITIES

The Open Spaces seek to provide access for all and updates its Equality Framework and publishing template annually to demonstrate our compliance with the Equality Duty as defined by the Equality Act 2010. The Department will continue to work with the City's Equality Managers to update this information during 2013/14 and provide appropriate evidence to support the wide range of participation that is available for all groups using the Open Spaces. Equality Impact Assessments will also be carried out for any new projects that are planned.

The City of London Corporation's Equal Opportunities policy is to treat all service users equally and with dignity and respect and not to discriminate protected characteristics groups on grounds of age, disability status, employment status, ethnic or cultural origin, gender, marital status, nationality, religious belief or non-belief, responsibility for dependants, sexual orientation, social background, or any other grounds which cannot be shown to be justified. We will recognise, respect and value difference and diversity.

RISK MANAGEMENT

The updated departmental Risk Register is attached as [Appendix D](#) and mitigating actions are being taken wherever possible to reduce the risks that have been identified. The Open Spaces Department is represented on the City's Risk Management Group, which co-ordinates activity on the corporate policy for this area. The Superintendents are responsible for assessing the level of risk in each Open Space, and developing appropriate plans and procedures. Staff are made aware of their responsibilities for managing and reducing risks, and protecting the City's interests. Risk management reporting for each Open Space charity to the appropriate Committee was introduced in 2012/13, and will continue in 2013/14.

The Department also participates in the Joint Emergency Planning and Business Continuity Steering Group and during the year the departmental Business Continuity Plan and local site plans will be kept under review.

HEALTH AND SAFETY

Health & Safety remains a major focus of risk management in the Department with emphasis on working arrangements at local site level as well as management control and monitoring. A departmental Improvement Group meets quarterly with representatives from all sites to consider Health & Safety issues relevant to the Open Spaces. In addition a sub group produced departmental risk assessments and safe systems of work, 54 documents, during 2012 and another sub group carried out our annual internal H&S audit.

During 2012 H&S extensive departmental guidance was added to the Open Spaces intranet pages to provide staff with health and safety documentation and encourage consistent good practice across the Department. This will be expanded in 2013.

The appointment of a Technical Officer at Epping Forest tasked with supporting H&S improvements there, has been a significant development which has introduced additional expertise to the benefit of the whole department.

The internal audit system for monitoring Health & Safety is well established and the identification of our significant H&S risks, [see Appendix E](#), has proved very successful in improving the practice and culture of working safely in the Department. During the autumn of 2013/14 a further audit will be carried out.

Open Spaces staff will continue to work closely with the City's Health & Safety managers and attend the central Departmental Safety Managers Forum and the Corporate H&S Committee chaired by the Deputy Town Clerk.

INFORMATION SYSTEMS

The Department makes extensive use of information technology and all equipment is maintained by the IS Division under a service agreement. A continuous programme of review ensures that our IS provision is current, relevant and appropriate to the Department's needs. Hardware and software issues are monitored quarterly by a departmental IS Improvement Group. Since the corporate review, the IS Business Relationship Manager is now working closely with the Department and attends monthly departmental Management Team meetings.

Given the nature of the work in the Open Spaces and the location of the sites, good communication links are vital. To this end, the Department has its own intranet site which is updated regularly, as are the Open Spaces web pages. Where appropriate, staff will also require IS training and this will be provided in house by the IS Division's training team or through e-learning.

New projects planned in 2013 include:

- Further development of a sports booking system.
- Developing online access for Funeral Directors at the Cemetery.
- Ensuring the Department's interests are considered for the Corporate IS outsourcing project.

12. Protecting the Environment

SUSTAINABILITY *(linked to Departmental Objectives 1 & 3)*

As part of The City Together Strategy, the City of London has developed a number of policies concerned with safeguarding the environment. Their combined aim is to reduce the impact of the City's activities, locally, nationally and globally. The core activity of the Open Spaces Department, to provide and maintain green Open Spaces in the City, in Greater London and beyond, affords a close fit to the City's environmental and sustainability policies and contributes to their aims in many ways. Specific projects that meet the City's policies can be found in the detailed Key Project plans of each division in Section 5. In general terms and for the purposes of this Business Plan, the ways in which the Open Spaces Department will strive to meet the requirements of the City's policies are as follows:

Sustainability Audit System: The Open Spaces Department has developed and introduced a bespoke Sustainability Audit System (SAS). This audit measures management activities against 10 sustainability themes and provides annual improvement plans at a departmental and local level.

- **Action 1:** Energy Performance Certificates to be carried out and displayed at each operational building
- **Action 2:** Continue programme to replace operational lighting with energy efficient equivalents
- **Action 3:** Two additional Open Space Operational buildings to generate a minimum of 10KW of energy (or thermal equivalent) on site by April 2014
- **Action 4:** Achieve a 5% reduction in vehicle fuel use (diesel and petrol)
- **Action 5:** Achieve a 5% reduction in office based print costs

The SAS was presented to Chief Officers in 2012 and its uptake by other departments was approved in principle. The Director of Open Spaces and Superintendent of Burnham Beeches and Stoke Common will lead on developing the system with 2 other departments.

Climate Change: The Stern Review has ensured that climate change is now a mainstream economic and social issue, not simply an 'environmental problem'. The City understands the importance of identifying and managing climate change risks to ensure that its services and infrastructure continue to function appropriately and that the City as a whole continues to thrive. It is within this context that the City has developed a 'Climate Adaptation Strategy'.

Global warming and climate change are already having an effect on the Open Spaces and City Gardens managed by the City and while mitigation strategies are vitally important it is also essential to consider how best to adapt to the inevitable changes that will occur in the climate over the next few decades. The Open Spaces Department will continue to identify ways in which it can diminish the impact of its activities thought to be contributing towards climate change particularly in terms of reductions in its energy use and carbon emissions. This will be achieved through the actions recommended in the Departmental Energy Action Plan and the outcome of the SAS. It will also consider how best to adapt its management to meet those climate change challenges that are now thought to be unavoidable. The Open Spaces will continue to identify opportunities to carry out site specific research into the potential impacts of climate change on biodiversity. These issues will inform future business and management plans as necessary.

The Open Spaces Sustainability Improvement Group (SIG) will continue to research, promote and co-ordinate the Department's environmental policies and ensure that they continue to meet the requirements of the City Together Strategy and the Corporate Plan. The Improvement Group will provide expertise to deliver the City's Climate Change Mitigation Strategy, which has been developed, and continue to be actively involved on the interdepartmental Sustainability Improvement Group, facilitated by the Town Clerk's Department and provide information to the Members Sustainability Working Group. The SIG will continue to ensure the delivery of the SAS and assist in its development across the organisation where required.

Procurement Strategy: The City recognises that, as an organisation spending money on goods and services, we have a duty to investigate environmentally acceptable alternatives and whenever practicable, purchase products and services for our own operations that have minimal impact on the environment. Officers from the Open Spaces will continue to work closely with the PP2P team to further improve the availability of 'green products' from corporate suppliers.

Sustainability Policy and Framework: The City has a proud history of looking to the welfare of future generations and has long been aware that a clean environment and economic prosperity go hand in hand with quality of life. The City's Sustainability Framework gives guidance on how to integrate sustainability issues into the project and business planning process. The Department will continue to develop policies and procedures that reflect the City's Sustainability Policy.

BIODIVERSITY:

Biodiversity and ecological stability are of local, national and global importance. The City of London works with many organisations to complement and enhance activities addressing these wider issues. The City of London aims to maximise the biodiversity of its Open Spaces and to protect the complexity and interest of their ecosystems.

Each City of London Open Space has a detailed Site Management Plan that sets out specific biodiversity targets for each habitat type. Many of the habitats found on our sites are those highlighted in the UK Biodiversity Action Plan and under the Department of Environment, Food and Rural Affairs' Environmental Stewardship Scheme. It is important to ensure that we work closely with other organisations, so our efforts to protect the environment in and around London are not carried out in isolation. Partnerships are already being forged to ensure that the City of London's efforts complement those of others, in London and beyond. More details about the opportunities that have been taken to work in partnerships on green infrastructure projects have been included in the Key Partners section of this plan.

Biosecurity will be a major focus of attention on the open spaces during the period of this business plan to reflect growing concerns about the spread of tree and other plant and animal diseases across the UK.

The Open Spaces Department's booklet "Nature of the City" is an introduction to the diverse landscapes and habitats of the City of London's Open Spaces. It highlights the wildlife that makes these sites special and the management required to maintain them, now and for generations to come.

13. Appendices

Appendix A

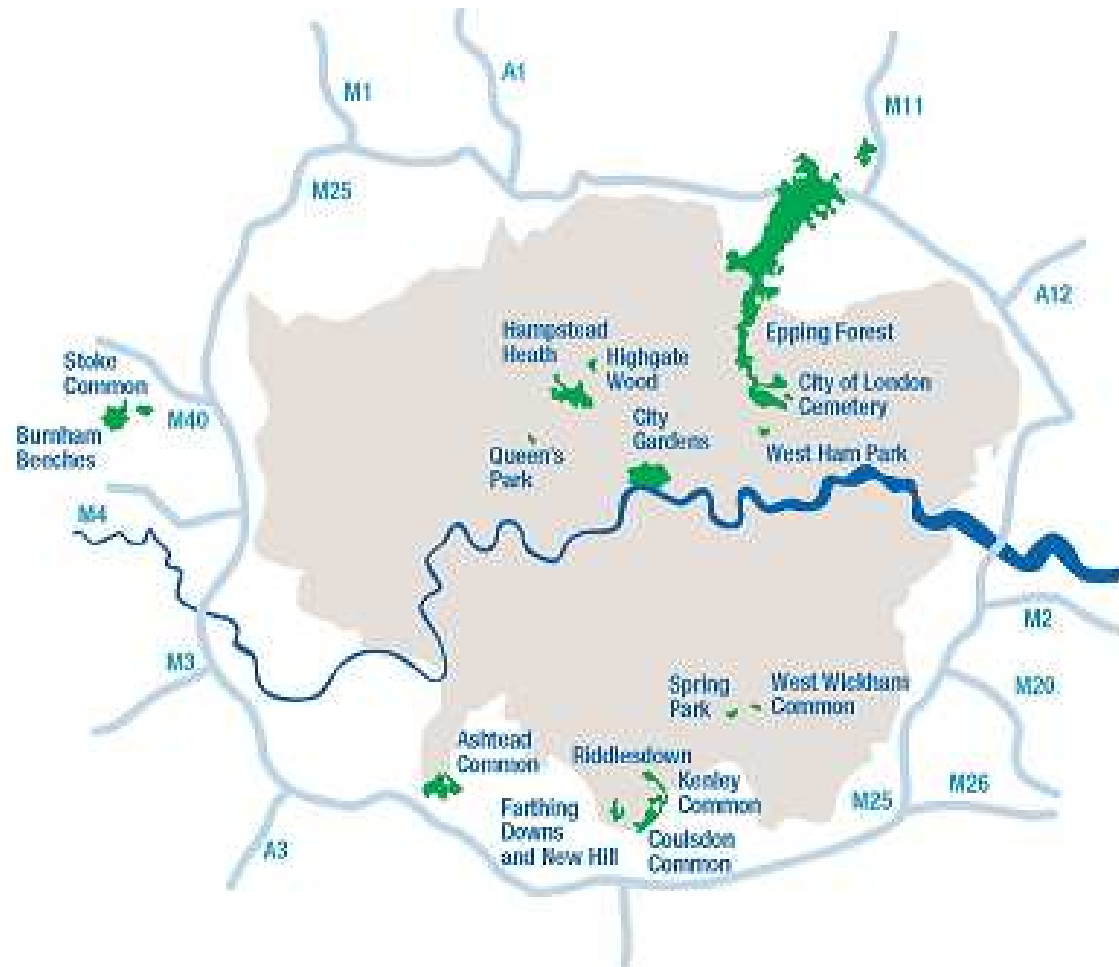
SUMMARY OF SERVICES

The City Corporation owns and manages nearly 11,000 acres (4,435 hectares) of Open Spaces in and around London, as shown on this map. Most of these areas are protected by Acts of Parliament as permanent Open Spaces, which prevent them ever being developed.

The Director and the staff working in the Directorate, based at Guildhall, co-ordinate the overall management of the Department and offer advice and support to the Superintendents who are responsible for the management of their individual sites.

The group of sites managed by the Superintendent of Hampstead Heath, including Highgate Wood and Queen's Park, are referred to within the Department as North London Open Spaces.

The Open Spaces Department is also responsible for the City of London Cemetery and Crematorium.



The importance of the City's Open Spaces as wildlife habitats is recognised regionally, nationally and internationally. Burnham Beeches and Ashted Common are classified as National Nature Reserves. Epping Forest and Burnham Beeches are also Special Areas of Conservation, under the European Union's Natura 2000 network, and many sites also contain Sites of Special Scientific Interest. In addition some sites are recognised as historically important landscapes and are included in the *English Heritage Register of Parks and Gardens of special historic interest*. All of the sites provide accessible high quality green space for the people of London to enjoy peaceful recreation and many have a variety of sporting activities. The City's Open Spaces success in the Green Flag Awards in 2012 is summarised in section 8.

COMMITTEE REPORTING ARRANGEMENTS

Matters concerning the individual Open Spaces are considered by several City Committees, as required by various Acts of Parliament. Following Governance and Charitable Trust Reviews, the Committees have been reorganised as follows:

- **Open Spaces & City Gardens Committee**, which determines overall departmental policy and considers strategic and corporate issues, as well as matters relating to City Gardens.
- **West Ham Park Committee**
- **Epping Forest and Commons Committee**, which also considers matters relating to Burnham Beeches and Stoke Common and the City Commons.
- **Hampstead Heath, Highgate Wood and Queen's Park Committee**

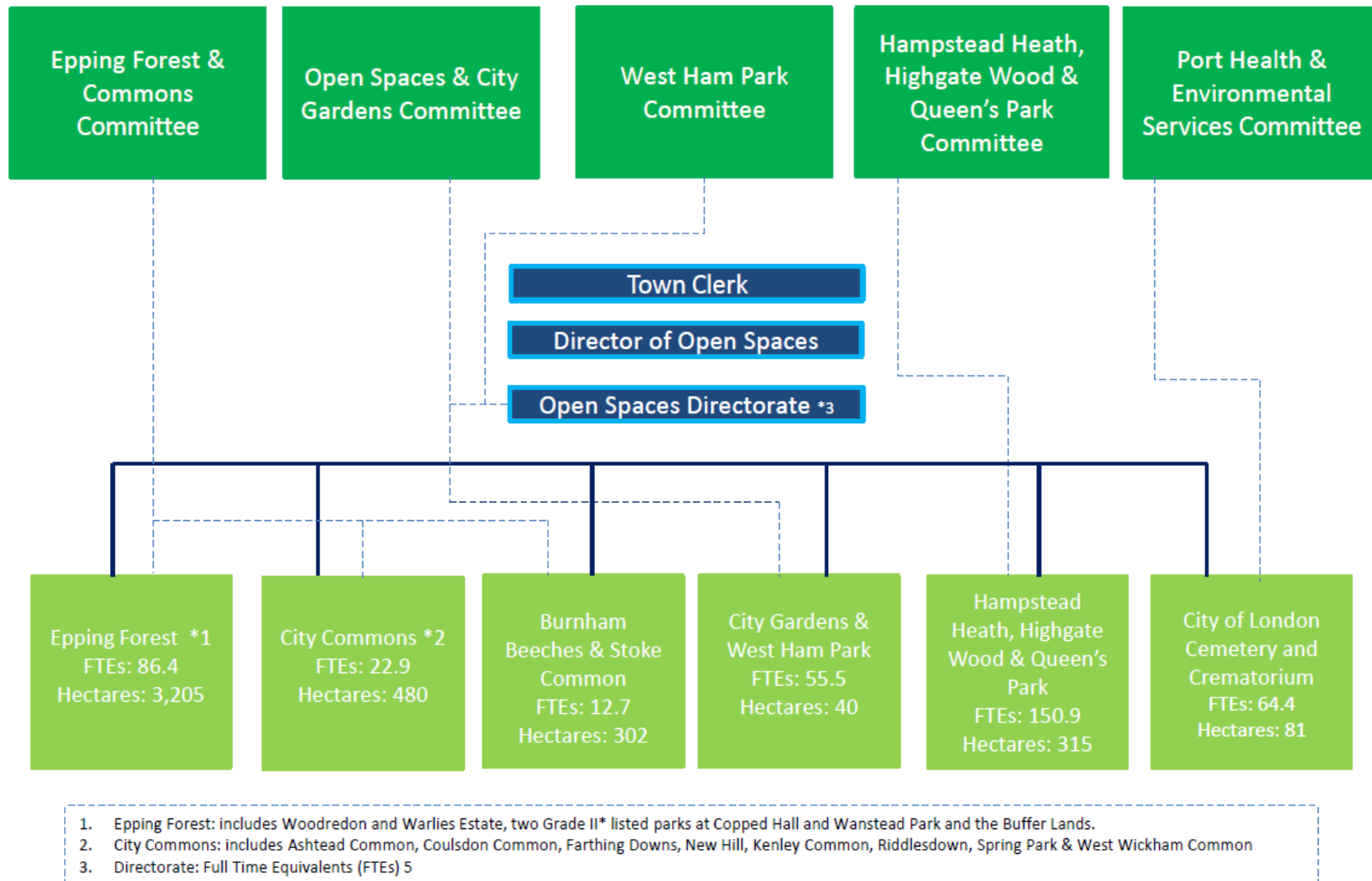
All matters relating to the City of London Cemetery and Crematorium are presented to the

- **Port Health and Environmental Services Committee**

The frequency of the Committee meetings is summarised below:

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Open Spaces & City Gardens Committee | | ● | | ● | | ● | ● | | | ● | | ● |
| West Ham Park Committee | | ● | | ● | | ● | ● | | | ● | | ● |
| Epping Forest and Commons Committee | ● | | ● | | ● | | ● | | ● | | ● | |
| Hampstead Heath, Highgate Wood and Queen's Park Committee | ● | | ● | | ● | | ● | | ● | | ● | |
| Port Health and Environmental Services Committee | ● | | ● | | ● | | ● | | ● | | ● | |

City of London Corporation – Open Spaces Organisational Structure



Director of Open Spaces - Expenditure and Income Analysis

| Director of Open Spaces (All funds) (Excludes City Surveyor & Director of the Built Environment Local Risk) | Latest Approved Budget 2012/13 | Original Budget 2013/14 | | | |
|--|-----------------------------------|-------------------------|-----------------------|--------------------|-----------------|
| | Total £'000 | Local Risk £'000 | Central Risk £'000 | Recharges £'000 | Total £'000 |
| Expenditure | | | | | |
| Employees | 14,130 | 14,103 | 0 | 0 | 14,103 |
| Premises Related Expenses | 1,899 | 1,896 | 0 | 0 | 1,896 |
| Transport | 686 | 607 | 0 | 0 | 607 |
| Supplies and Services | 2,580 | 2,288 | 0 | 0 | 2,288 |
| Third Party Payments | 125 | 81 | 0 | 0 | 81 |
| Transfer to Reserve | 271 | 100 | 0 | 0 | 100 |
| Recharges | 4,709 | 0 | 0 | 4,769 | 4,769 |
| Total Expenditure | 24,400 | 19,075 | 0 | 4,769 | 23,844 |
| Income | | | | | |
| Government Grants | (482) | (483) | 0 | 0 | (483) |
| Other Grants, Reimbursements and Contributions | (1,581) | (481) | (1,001) | 0 | (1,482) |
| Customer and Client Receipts | (6,719) | (6,791) | 0 | 0 | (6,791) |
| Investment Income | (1,229) | 0 | (1,213) | 0 | (1,213) |
| Transfer from Reserve | (330) | 0 | (399) | 0 | (399) |
| Recharge to Capital Projects | (40) | (40) | 0 | 0 | (40) |
| Recharges | (805) | 0 | 0 | (753) | (753) |
| Total Income | (11,186) | (7,795) | (2,613) | (753) | (11,161) |
| Director of Open Spaces Total | 13,214 | 11,280 | (2,613) | 4,016 | 12,683 |

| Fund Committee Division | Latest Approved Budget 2012/13 | | | |
|--|--------------------------------|-----------------------|--------------------|----------------|
| | Local Risk £'000 | Central Risk £'000 | Recharges £'000 | Total £'000 |
| City Fund | | | | |
| Port Health & Environmental Services | | | | |
| Cemetery & Crematorium | (1,390) | 0 | 1,262 | (128) |
| Open Spaces | | | | |
| City Open Spaces | 1,084 | 0 | 237 | 1,321 |
| Total City Fund | (306) | 0 | 1,499 | 1,193 |
| City's Cash | | | | |
| Directorate | 433 | 0 | (434) | (1) |
| Total Directorate | 433 | 0 | (434) | (1) |
| City's Cash | | | | |
| Epping Forest and Commons | | | | |
| Epping Forest | 2,651 | (133) | 915 | 3,433 |
| Epping – CBT | 366 | (366) | 0 | 0 |
| HLF – Branching Out | 3 | 0 | 0 | 3 |
| Chingford Golf Course | (91) | 0 | 28 | (63) |
| Wanstead Flats | 134 | (28) | 60 | 166 |
| Woodredon and Warlies Park Estates | (25) | 0 | 24 | (1) |
| Burnham Beeches | 485 | 0 | 140 | 625 |
| Stoke Common | 22 | 0 | 0 | 22 |
| City Commons | 1,164 | 0 | 267 | 1,431 |
| Total Epping Forest and Commons | 4,709 | (527) | 1,434 | 5,616 |

| Original Budget 2013/14 | | | |
|-------------------------|-----------------------|--------------------|----------------|
| Local Risk £'000 | Central Risk £'000 | Recharges £'000 | Total £'000 |
| | | | |
| (1,494) | 0 | 1,269 | (225) |
| 993 | 0 | 229 | 1,222 |
| (501) | 0 | 1,498 | 997 |
| | | | |
| 378 | 0 | (383) | (5) |
| 378 | 0 | (383) | (5) |
| | | | |
| 2,617 | (260) | 1,015 | 3,372 |
| 366 | (366) | 0 | 0 |
| 3 | 0 | 0 | 3 |
| (93) | 0 | 26 | (67) |
| 122 | (28) | 59 | 153 |
| (28) | 0 | 28 | 0 |
| 442 | 0 | 136 | 578 |
| 22 | 0 | 0 | 22 |
| 1,149 | 0 | 261 | 1,410 |
| 4,600 | (654) | 1,525 | 5,471 |

| Fund Committee Division | Latest Approved Budget 2012/13 | | | |
|---|--------------------------------|-----------------------|--------------------|----------------|
| | Local Risk £'000 | Central Risk £'000 | Recharges £'000 | Total £'000 |
| City's Cash Queen's Park and Highgate Wood | | | | |
| Queen's Park | 557 | (16) | 98 | 639 |
| Queens's Park CBT | 30 | (30) | 0 | 0 |
| Highgate Wood | 337 | (5) | 55 | 387 |
| Highgate Wood CBT | 50 | (50) | 0 | 0 |
| Total Queen's Park and Highgate Wood | 974 | (101) | 153 | 1,026 |
| City's Cash West Ham Park | | | | |
| West Ham Park (Including the Park Office) | 632 | (11) | 220 | 841 |
| West Ham Park – CBT | 75 | (75) | 0 | 0 |
| Nursery | (60) | 1 | 53 | (6) |
| Total Managers of West Ham Park | 647 | (85) | 273 | 835 |
| City's Cash Open Spaces Committee | | | | |
| Bunhill Fields | 107 | 0 | 64 | 171 |
| Total Bunhill Fields | 107 | 0 | 64 | 171 |
| | | | | |

| Original Budget 2013/14 | | | |
|-------------------------|--------------------------|--------------------|----------------|
| Local Risk £'000 | Central Risk £'000 | Recharges £'000 | Total £'000 |
| | | | |
| 531 | (16) | 95 | 610 |
| 30 | (30) | 0 | 0 |
| 347 | (5) | 54 | 396 |
| 50 | (50) | 0 | 0 |
| 958 | (101) | 149 | 1,006 |
| | | | |
| 627 | (26) | 228 | 829 |
| 75 | (75) | 0 | 0 |
| (61) | 5 | 51 | (5) |
| 641 | (96) | 279 | 824 |
| | | | |
| 107 | 0 | 63 | 170 |
| 107 | 0 | 63 | 170 |
| | | | |

| Fund Committee Division | Latest Approved Budget 2012/13 | | | |
|-----------------------------------|--------------------------------|-----------------------|--------------------|----------------|
| | Local Risk £'000 | Central Risk £'000 | Recharges £'000 | Total £'000 |
| City's Cash | | | | |
| Hampstead Heath | | | | |
| Hampstead Heath | 4,751 | (1,293) | 915 | 4,373 |
| Hampstead Heath – CBT | 480 | (480) | 0 | 0 |
| Total Hampstead Heath | 5,231 | (1,773) | 915 | 4,373 |
| | | | | |
| Total City's Cash | 12,102 | (2,486) | 2,405 | 12,021 |
| Director of Open Spaces | 11,796 | (2,486) | 3,904 | 13,214 |

| Original Budget 2013/14 | | | |
|-------------------------|-----------------------|--------------------|----------------|
| Local Risk £'000 | Central Risk £'000 | Recharges £'000 | Total £'000 |
| | | | |
| | | | |
| 4,617 | (1,282) | 885 | 4,220 |
| 480 | (480) | 0 | 0 |
| 5,097 | (1,762) | 885 | 4,220 |
| | | | |
| 11,781 | (2,613) | 2,518 | 11,686 |
| 11,280 | (2,613) | 4,016 | 12,683 |

| OVERALL OPEN SPACES BUDGET POSITION | | | | | |
|--|--------------------------------|----------------------------|--|-----------------------------------|----------------------------|
| | Final Agreed Budget 2011/12 | Revenue Outturn 2011/12 | Variations Overspend/ (Underspend) | Latest Approved Budget 2012/13 | Original Budget 2013/14 |
| | £000 | £000 | £000 | £000 | £000 |
| Local Risk - Director of Open Spaces | 12,584 | 12,292 | (292) | 11,796 | 11,280 |
| Local Risk - City Surveyors | 3,920 | 2,678 | (1,242) | 3,736 | 4,252 |
| Local Risk - Director of the Built Environment | 169 | 171 | 2 | 145 | 145 |
| Total Local Risk | 16,673 | 15,141 | (1,532) | 15,677 | 15,677 |
| | | | | | |
| Central Risk | (2,068) | (2,353) | (285) | (2,486) | (2,613) |
| Recharges | 3,609 | 3,553 | (56) | 3,904 | 4,016 |
| Overall Totals | 18,214 | 16,341 | (1,873) | 17,095 | 17,080 |

Appendix C

Departmental Workforce Planning Employment Monitoring Data - Open Spaces Department

| SNAPSHOT DATA AT DECEMBER 2012 | Permanent + FTC & Temp > 1 year | FTC & Temp < 1 year | | | | |
|------------------------------------|---------------------------------------|------------------------|--|---------------|------------------------|-----------|
| Headcount (by type of contract) | 382 | 29 | | | | |
| Full time equivalents | 361.35 | 27.86 | | | | |
| Service Profile | Up to 1 year | 1 – 5 years | 6 – 10 years | 11 – 20 years | 21 – 30 years | 31+ years |
| Department | 13.87% | 29.32% | 20.68% | 21.20% | 13.35% | 1.57% |
| City | 12.82% | 31.36% | 22.32% | 19.07% | 12.26% | 2.17% |
| Age Profile | Under 21 | 21 - 30 | 31 – 40 | 41 – 50 | 51 – 60 | 61+ |
| Department | 0.52% | 11.26% | 22.77% | 33.39% | 22.25% | 6.81% |
| City | 1.44% | 14.55% | 24.41% | 29.01% | 24.12% | 6.48% |
| Ethnic Minority Staff | | | | | | |
| Department | 9.85% | | | | | |
| City | 13.96% | | | | | |
| Female Staff | | | | | | |
| Department | 26.70% | | | | | |
| City | 43.62% | | | | | |
| CALENDAR YEAR DATA FOR 2012 | | | | | | |
| Sickness Absence days per employee | | | | | | |
| Department total | 5.82 | Short Term | 2.91 | Long Term | 2.91 | |
| City Total | 6.93 | Short Term | 3.26 | Long Term | 3.68 | |
| Number of Leavers | 58 | | | | | |
| Annual Turnover % | | | | | | |
| Department | 13.59% | Involuntary | 1.20% | | | |
| City | 15.70% | Involuntary | 2.88% | | | |
| Reasons for Leaving | Resigned | Retirement | Dismissal & unsatisfactory probation | Redundancy | End of FTC contract | |
| | 28.58% | 8.62% | 6.89% | 6.89% | 49.27% | |
| Number of Leavers | 16 | 6 | 4 | 4 | 28 | |

Open Spaces Department Risk Register

Appendix D

The method of assessing risk reflects the City Corporation's standard approach to risk assessment as agreed by the Strategic Risk Management Group. Each risk is assigned a score from 1 to 25 (with 1 being the lowest risk and 25 being the highest risk) using the 5x5 matrix shown on the next page. The matrix assigns a single score to each risk based on its 'impact' and the 'likelihood' of it happening. The SRMG has also issued guidance on interpretation of the 'Impact Terms' used in the matrix.

The register is divided into columns which show the following:

- Risk number
- Risk Details
- Gross Risk (Assessment before taking into account any existing mitigating controls)
- Risk Owner/ Lead Officer
- Existing Controls
- Likelihood
- Impact
- Status (Assessment of the risk having taken into account the mitigating controls in place)
- Planned Action
- Control Evaluation (An assessment of the adequacy of controls in place)

The resultant scores can be categorised as:

- Low Risk – 1 to 7 (colour coded green);
- Medium Risk – 8 to 18 (amber);
- High Risk – 19 to 25 (red).

Strategic Risk Management Group

The Strategic Risk Profile

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| IMPACT | LIKELIHOOD | | | | | |
|--------|---------------|------|----------|----------|--------|----------------|
| | CATASTROPHIC | 14 | 20 | 22 | 24 | 25 |
| | MAJOR | 11 | 17 | 18 | 21 | 23 |
| | MODERATE | 6 | 10 | 13 | 16 | 19 |
| | MINOR | 3 | 5 | 8 | 12 | 15 |
| | INSIGNIFICANT | 1 | 2 | 4 | 7 | 9 |
| | | Rare | Unlikely | Possible | Likely | Almost Certain |

Guidance Notes

| Likelihood Scores | Description |
|--------------------------|---|
| 1 Rare | Robust mitigating controls in place, the risk may occur only in exceptional circumstances, (e.g. not likely to occur within a 10 year period or no more than once across the current |
| 2 Unlikely | Adequate mitigating controls in place, the risk may occur in remote circumstances (e.g. risk may occur once within a 7-10 year period or once across a range of similar projects). |
| 3 Possible | Reasonable mitigating controls in place, but may still require improvement. External factors may result in an inability to influence likelihood of occurrence (e.g. risk event could occur at least once over a 4-6 year period or several times across the current portfolio of projects). |
| 4 Likely | Mitigating controls are inadequate to prevent risk from occurring, the risk may have occurred in the past (e.g. risk event could occur at least once over a 2-3 year period or several times across a range of similar projects). |
| 5 Almost Certain | Mitigating controls do not exist or are wholly ineffective to prevent risk from occurring. The risk has occurred recently or on multiple past occasions (e.g. risk event will occur at least once per year or within a project life cycle). |

| Impact Scores | Description |
|----------------------|---|
| 1 Insignificant | An event where the impact can be easily absorbed without management effort. |
| 2 Minor | Impact can be readily absorbed although some management input or diversion of resources from other activities may be required. The event would not delay or adversely affect a key operation or core activity. |
| 3 Moderate | An event where the impact cannot be managed under normal operating conditions, requiring some additional resource or Senior Management input or creating a minor delay to an operation or core business activity. |
| 4 Major | Major event or serious problem requiring substantial management/ Chief Officer effort and resources to rectify. Would adversely affect or significantly delay an operation and / or core business activity or result in failure to capitalise on a business opportunity. |
| 5 Catastrophic | Critical issue causing severe disruption to the City of London, requiring almost total attention of the Leadership Team/ Court of Common Council and significant effort to rectify. An operation or core business activity would not be able to go ahead if this risk materialised. |

| Open Spaces Department Risk Register | | | | Owned By | | Director of Open Spaces | Version | 2013/1 | | |
|--------------------------------------|--|-------------|--------|---------------------------------------|--|---|---------|-------------------------|---|--------------------|
| | | | | Administered By | | Business Manager | Date | February 2013 | | |
| Risk No. | Risk | Gross Risk | | Risk Owner/ Lead Officer | Existing Controls | Net Risk | | | Planned Action | Control Evaluation |
| | | Like-lihood | Impact | | | Like li-hoo d | Imp-act | Risk Status & Direction | | |
| 1 | Extreme weather or changing environmental conditions having an effect on site operations and usage. | 4 | 5 | Superintendents and the City Surveyor | Monitoring of reservoirs required to meet Environment Agency directives. Emergency plans required and being prepared. Regular monitoring of water levels taking place. Planting regimes adapted to take account of changing weather patterns. Departmental Habitat Fire Management Policy developed. | 3 | 5 | 22 → | Completion of Emergency Plans and introduction at all sites. Carry out defined responsibilities for the Director of Open Spaces and City Surveyor to address implications of Dam works at Hampstead Heath and Epping Forest. | |
| 2 | Impact on Landscape Management of an outbreak of diseases affecting animals (e.g. foot & mouth). Also plant and tree diseases, with the potential to alter the character of land and eradicate plants. | 5 | 4 | Superintendents | Monitor DEFRA websites for updates. Meet all DEFRA guidance on animal welfare, movements and, if outbreak occurs, protection zones. Train relevant staff. Inform public/ restrict access as required. Monitoring Forestry Commission and DEFRA web sites. | 5 | 3 | 19 ↑ | Continue to monitor arrangements for grazing animals and local animal enclosures. Consider additional vaccination. Introducing further measures, based on advice received, to monitor Tree Diseases. Departmental Tree Disease group to meet quarterly. | |
| Key | | | | | | Control Evaluation: | | | | |
| Likelihood | | | | | | Red: Existing controls are not satisfactory | | | | |
| Impact | | | | | | Amber: Existing controls require improvement/ Mitigating controls identified but not yet implemented fully. | | | | |
| | | | | | | Green: Robust mitigating controls are in place with positive assurance as to their effectiveness | | | | |

| Risk no. | Risk | Gross Risk | | Risk Owner/ Lead officer | Existing Controls | Net Risk | | | Planned Action | Control Evaluation |
|----------|---|-------------|--------|---|---|--------------|---------|-------------------------|---|--------------------|
| | | Like-Lihood | Impact | | | Likel i-hood | Imp act | Risk Status & Direction | | |
| 3 | Threat of death or serious injury resulting in heavy fines and bad publicity, if health and safety procedures fail or other regulations fail. | 4 | 4 | Director of Open Spaces and Superintendents | The Department has developed an annual H&S auditing system including independent assessment, and has identified Top X risks. Departmental H&S Policy Framework now developed. Mapping of underground services has been carried out across the Department. | 3 | 4 | 18 ↓ | Action outcomes from annual audit and accident investigations. Keep Top X risks under review. Alert staff to new mapping arrangements. | |
| 4 | Unavoidable reduction in income. | 4 | 4 | Superintendents | All sites monitor their income and debt closely to ensure they remain within their local risk budgets and new income streams have been identified where appropriate. More pressure on budgets due to efficiency savings. Monitoring cross-compliance of ELS/ HLS obligations. | 4 | 3 | 16 → | Further ways of increasing income to be considered at all sites. | |
| 5 | Encroaching housing development may have an adverse effect on the Open Spaces, arising from Planning legislation changes | 4 | 4 | Superintendents | Planning applications monitored closely by Superintendents. Adjoining land is purchased when possible to effect a buffer zone. | 4 | 3 | 16 ↑ | Monitor further opportunities to purchase land. Need to develop mechanisms and identify new solutions to address planning policy. | |

| Risk no. | Risk | Gross Risk | | Risk Owner/ Lead officer | Existing Controls | Net Risk | | | Planned Action | Control Evaluation |
|----------|--|------------|--------|---|---|------------|--------|-------------------------|--|--------------------|
| | | Likelihood | Impact | | | Likelihood | Impact | Risk Status & Direction | | |
| 6 | Increase in fly-tipping, including handling hazardous substances with risk of contamination, risk of environmental damage, landfill tax. | 5 | 3 | Superintendents | Ensure staff are appropriately briefed, about the correct procedures for dealing with hazardous substances. | 4 | 3 | 16 → | Promote the need for increased fines and ensure more publicity to highlight the issue. | |
| 7 | Implications of increasing energy costs. | 5 | 3 | Superintendents | Departmental Improvement Group, reviews consumption quarterly and a Departmental Energy Action Plan produced. | 4 | 3 | 16 ↑ | Respond to the Corporate demand to reach Carbon Reduction Commitment. | |
| 8 | IS failure affecting service delivery. | 4 | 3 | IS Division | Risk management included in IS Strategy, numerous measures in place. Departmental business continuity plan has been developed. | 3 | 3 | 13 ↓ | Continuous review of systems and improvement programme carried out in conjunction with IS Division. | |
| 9 | Buildings/ infrastructure may deteriorate or become unstable/ unusable through insufficient maintenance and may cause serious injury. | 4 | 4 | City Surveyor and the Director of Open Spaces | <ul style="list-style-type: none"> - City Surveyor undertakes annual surveys and has 20 year plan of works to maintain the buildings. - The Superintendents have commented on revisions to the maintenance plan including infrastructure. - Extra investment from the additional works programme. - Control measures have been introduced for some reservoirs and others are planned. - Corporate training on the Control of Contractors implemented and protocol developed. | 3 | 3 | 13 ↓ | <p>Further meetings taking place with City Surveyor to develop a Division of Responsibility Schedule and ensure new repairs and maintenance contract is working effectively.</p> <p>Develop plan to address Wanstead Park "at risk" status. Departmental legionella and asbestos plans to be reviewed.</p> | |

| Risk no. | Risk | Gross Risk | | Risk Owner/ Lead officer | Existing Controls | Net Risk | | | Planned Action | Control Evaluation |
|----------|--|------------|--------|---------------------------------------|--|------------|--------|-------------------------|---|--------------------|
| | | Likelihood | Impact | | | Likelihood | Impact | Risk Status & Direction | | |
| 10 | Service delivery affected by outside factors e.g. pandemic, strikes & fuel shortages. | 3 | 4 | OS Management Team | Departmental pandemic plan produced. Cover can be arranged for staff, but other controls to mitigate the effect of others factors are more difficult. | 3 | 3 | 13 → | Review in the light of any further advice from the Corporate Business Continuity team. | |
| 11 | Loss of specialist statistical information relating to non-supported data. | 3 | 4 | OS Management Team and IT Manager | Contingency arrangements for IS and premises in place. Dependence on specialist software kept under review by the departmental IS improvement group. | 3 | 3 | 13 → | Ensure specialist software used as such as Arbortrack is supported in the future by its supplier. Currently considering moving to GIS in the future. | |
| 12 | Inability to deliver additional burial space | 4 | 4 | Superintendent and Registrar. | Scheme in place to use more of existing burial space and reuse graves. | 3 | 3 | 13 → | Developing a project to prepare additional space for 10 years time. | |
| 13 | Failure to secure sufficient external funding for major capital works. | 3 | 4 | Superintendents of EF and HH | Funding achieved for Wanstead Flats and Branching Out Project. Funding for Hampstead Heath and Wanstead Park still to be secured. | 3 | 3 | 13 ↓ | Project programmes could be prepared to secure funding for Hampstead Heath and Wanstead Park, but will have to follow the further resolution of hydrology issues. | |
| 14 | Major incident (e.g. terrorist attack) leading to OS property/ land being incapable of occupation. | 3 | 4 | City Surveyor and OS Management Team. | Departmental contingency plan produced, which allows the work of the Directorate to move to our local offices, if necessary. Adhering to the advice of the Business Continuity team and City Police. | 2 | 3 | 10 ↓ | Review contingency plan annually or after a major incident. | |

Appendix E

| Top X Submission: | | | Nov-12 | Department: | Open Spaces | | | | | | | |
|-------------------|---|--|--------|--|-------------|------|---|------|---------|-----------|---------|-----------|
| Reference: | Task | Hazard and Consequence | Rating | Likelihood | Rating | Risk | Proposed Action | Risk | Revised | Tolerance | Current | Tolerance |
| 1 | Excavation, inserting stakes or posts or working near underground hazards | Utilities infrastructure such as electric cables, gas, oil or water pipes, unexploded ordnance, due to digging or insertion below ground. Danger of: electrocution; flooding; explosion; pollution; service disruption. Resulting in: major injury or fatality. | 3 | Mapping of underground services available locally. Liaison with utility companies. Local Control of Contractor procedures. Staff training and experience incl Control of Contractors course. Draft corporate protocol for the Control of Contractors agreed. Area checked for service covers, location signs and recorded site information before breaking ground. Trained operatives scan with detection equipment prior to excavating. Excavation procedures in place. Appropriate excavation tools used. | 2 | 6 | 1 Continued emphasis on training and awareness. 2 Monitor completion of corporate protocol for Control of Contractors | 6 | AMBER | AMBER | AMBER | AMBER |
| 2 | Managing contractors and other third parties on site | Vehicle movements; working at height; use of equipment; repairs and maintenance operations. Danger of: failure of infrastructure; collisions; exposure to asbestos; falls. Resulting in: major injury or fatality. | 3 | Local Control of Contractor procedures; Staff training and experience; Vehicle procedures; Asbestos awareness surveys and training; Draft corporate protocol for the Control of Contractors agreed; Control of Contractors course attended by appropriate staff. Site access. Awaiting update from City Surveyor regarding Control of Contractors' arrangements under PP2P. | 2 | 6 | 1) Monitoring current divisional Control of Contractors procedures. 2) Monitoring of the impact of the corporate protocol and reporting to the quarterly OSH&SIG. 3) Continue to liaise with CS regarding PP2P. | 3 | AMBER | AMBER | AMBER | AMBER |
| 3 | Working at Height | Carrying out general repairs and maintenance; arboricultural works; maintenance of equipment. Danger of: falls; being hit by falling object. Resulting in: major injury or fatality | 3 | LOLER inspections in place; risk assessments in place; trained working platform operators; trained ladder inspectors at many sites in OS; ladder inspection regime in place; platforms purchased and resulting in reduced amount of climbing; trained arboricultural teams; Occupational Health focus on working at height; 'tool box' talks for non arboricultural teams. | 2 | 6 | 1 Continued emphasis on training and awareness. 2 Monitoring of occupational health aspects of working at heights. | 6 | AMBER | AMBER | AMBER | AMBER |
| 4 | Working with the Public | Physical and/or verbal assault by members of the public. Exposure to firearms, offensive weapons, incl dogs. Threats to staff, personal property and tied accommodation. Dealing with people who may react in an unexpected way when approached. Danger of: physical harm – ABH, GBH; stress. Resulting in: major physical or mental injury or fatality. | 3 | High public use and a large percentage of staff are lone working at some time. Regular incidents occur at busier sites. Personal Safety Training for all permanent members of staff at risk. Induction for seasonal staff. Lone Working Policy and Safe Systems of Work in place including procedures for notifying when staff are on and off duty along with radios/phones. Additional security at high risk locations, e.g. Lido and Mixed Bathing Pond on HH, during peak season. Hampstead Heath Constabulary and Epping Keepers maintain frequent communication with local police; regular liaison with police at other sites. Emergency Action Plans in place. | 2 | 6 | 1 Continued emphasis on training and awareness. 2 Update Personal Safety Training as necessary. | 6 | AMBER | AMBER | AMBER | AMBER |
| 5 | Working near to the roadside | Traffic accidents involving staff, contractors or members of the public. Includes pedestrians on shared use internal roads. Danger of: impact/collision. Resulting in: major injury or fatality. | 3 | Roadside working is undertaken by staff/contractors who carry out road side tree safety works/surveys and litter pickers. Risk Assessments and Safe System of Work in place. Use of cones, signs and hi-visibility clothing. Site speed limits. Reducing speed limit at EF | 2 | 6 | Continued training on roadside working including correct procedures, signage and PPE. | 6 | AMBER | AMBER | AMBER | AMBER |
| 6 | Reservoirs | Large retained waterbodies. Danger of: overtopping or leaks, dam failure and flooding. Resulting in: destruction of property, serious injury or death. | 3 | Interim measures at Hampstead Heath(1) and Epping Forest(2) include telemetry systems at HH and EF, emergency plan at HH and Highams Park Lake (EF), engagement of emergency contractor, monitoring and inspection. This should provide early warning of a risk of overtopping to allow steps to reduce likelihood, failing which, to allow Local Authorities and Police initiate their Off-site Emergency Plans. Review of EAP at HH with LBCamden. Development of major capital works projects. | 2 | 6 | 1) Implement the Dams capital projects as soon as feasible to mitigate the likelihood of overtopping and flooding. 2) EF Deer Sanctuary Pond and Baldwin's Pond dam repairs subject of new project report. | 3 | AMBER | AMBER | AMBER | AMBER |
| 7 | Controlled use of firearms | Guns, incl bolt guns, used by staff for work activities. Danger of: accidental discharge or misuse, theft. Resulting in: major injury or fatality. | 3 | Minimum number of guns for operational requirement securely stored as per certification. Inspection. Training. Licencing. Operational procedures. Operating in a public area. | 2 | 6 | Monitor current procedures. | 3 | AMBER | AMBER | AMBER | AMBER |
| 8 | Unsafe memorials | Memorial structures becoming unstable and falling on someone. Danger of: crushing. Resulting in: major injury or fatality. | 3 | Instability factors include wildlife burrowing under memorials, unknown specification or poor construction, subsidence, tree roots, vandalism, age, design and materials. Public and staff in close proximity to memorials. Local monitoring in place. Repair programme and exclusion of the public from most of the fenced off memorials at Bunhill Fields. City Churchyards memorial conditions unrecorded. City Cem & Crem have 90k memorials. All have been inspected and reinspected in 5yr cycle and remedial works carried out. All new memorials inspected when commissioned. | 2 | 6 | 1) Complete repair programme at Bunhill Fields and seek advice from Super. of Cem&Crem. 2) Liaise with City Surveyor to scope the issue in the City Churchyards. 3) Continue to monitor, inspect | 6 | AMBER | AMBER | AMBER | AMBER |

Open Spaces Department Improvement Groups

Appendix F

In order to enhance the services provided by the Department, a number of improvement groups will continue to meet with representatives from all sites, to agree policies and formulate a consistent approach for specific areas of work, and build on the positive results achieved to date. In the coming year, these groups will continue to address a range of operational issues, with the aim of achieving good practices across the Department. Each improvement group meets regularly and is chaired by a member of the departmental Management Team, as shown below, with its main objectives.

| Group / Chairman | Objectives for 2013/14 |
|--|--|
| Biodiversity <i>Superintendent of Burnham Beeches</i> | Encourage a common and consistent approach to issues about ecology and conservation that is relevant to the Open Spaces Department, and share ideas and expertise. This year group members will focus on tree disease issues and how best to minimise their impacts on the open spaces. Disseminate learning/ research across the profession. |
| Environment/ Sustainability <i>Superintendent of Burnham Beeches</i> | Deliver year two of the second 'Departmental Improvement plan'. Carry out Sustainability Audits across the Open Spaces as set out in the SAS timetable. |
| Finance <i>Business Manager</i> | Review all finance arrangements across the Department. Develop departmental procedures in line with Financial Regulations and share ideas to achieve consistency across all sites on all finance related matters. |
| Health & Safety <i>Director of Open Spaces</i> | Promote and encourage consultation, participation and co-operation between staff at all levels in investigating, developing and carrying out measures to ensure a safe and healthy working environment. |
| Information Systems <i>Superintendent of the City Commons</i> | Share good practice, develop common standards and keep up to date in the use of computer hardware and software across the Department and Organisation. |
| 2012 Olympics <i>Superintendent of Hampstead Heath</i> | Consider how the facilities and activities across the Open Spaces can contribute to the City's support for the Games and achieve a lasting legacy with increased usage supported through partnership working. |
| Personnel, Learning & Development <i>Business Manager</i> | Review the Career Development Framework and all training course arrangements and budgets across the Department and identify training needs. Develop an effective method of evaluating training, share ideas and review all major personnel initiatives. |
| Procurement <i>Superintendent of Parks & Gardens</i> | Cascade from and feedback to project boards, working groups and the Change Partner network, regarding the PP2P project. Encourage and guide a co-ordinated and consistent approach to purchasing across the Open Spaces, where applicable establish Departmental contracts for supplies and services to realise revenue savings through increased purchasing powers. |
| Interpretation <i>Director of Open Spaces</i> | Raise the profile of the Open Spaces and deliver a consistent departmental style for leaflets and other printed material, noticeboards and the storage of photographs. Consider marketing opportunities and update the information on the departmental web and intranet sites and discuss its effectiveness. |
| Transport <i>Superintendent of the City Commons</i> | Ensure that Corporate requirements are complied with, that best practice is shared and that common standards are in place relating to the management of vehicles including their acquisition, maintenance and disposal. |
| Volunteering <i>Superintendent of the City Common.</i> | Inspire people to volunteer by creating a culture of volunteering that is inclusive, informative, safe, dynamic and fun, whilst ensuring that each volunteers' contribution is recognised and valued. |
| Tree Health <i>Superintendent of Parks & Gardens</i> | Review and ensure a consistent tree policy across all open spaces divisions. Encourage the use of volunteers to help track the spread of harmful pests and diseases in tree stocks across London and the south-east and to investigate and promote the value of biosecurity measures at our sites. |

Open Spaces Business Plan 2013 – 2016 Summary

Our **Strategic Aims** are:

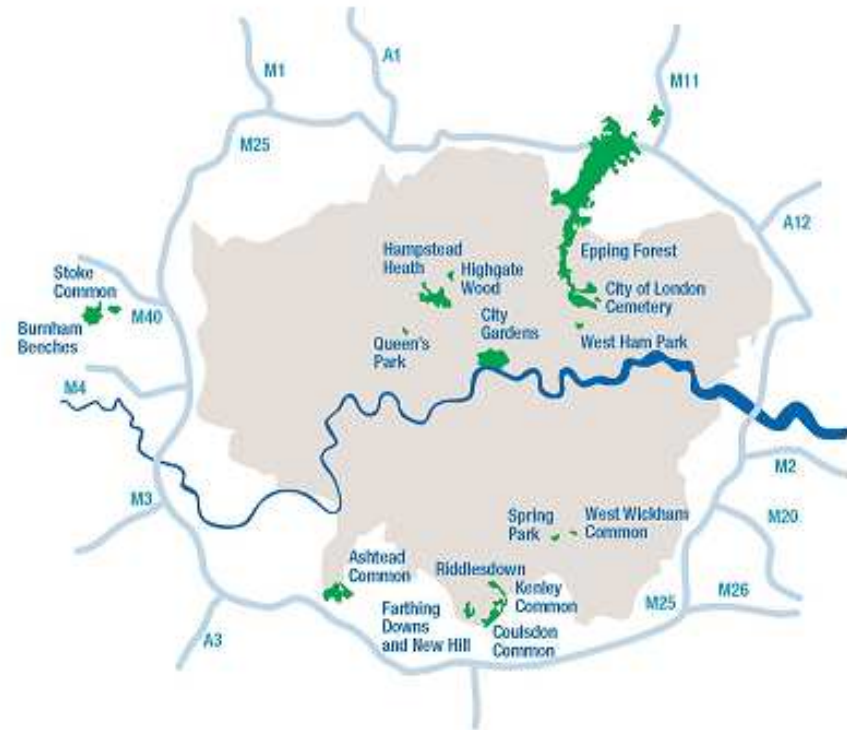
- Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation.
- Involve communities and partners in developing a sense of place through the care and management of our sites.
- Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations.
- Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living.

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Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance.

Our **Key Objectives** are:

- Achieve nationally recognised standards and deliver value for money in providing our Open Space service.
- Extend partnership-working within the community and continue to develop closer links with local authorities, to improve the way we involve people in decision making.
- Ensure that measures to promote sustainability, biodiversity and heritage are embedded in the Department's work.
- Market our services and provide events and opportunities to learn for all within our communities.
- Provide focused learning opportunities for staff and volunteers to feel confident in meeting the changing needs of the organisation.



| KEY PERFORMANCE INDICATORS ¹ | | | | | |
|---|--|----------------------------------|---|--|--|
| Ref. | Measure Name | Linked to Departmental Objective | Target: 2012 - 2013 | Performance: ² 2012-2013 | Target: 2013 - 2014 |
| 1. | Effective budget management and make efficiency savings | Quality | Ensure net expenditure is within local risk budget. | On target. | Ensure net expenditure is within local risk budget. |
| 2. | Increase departmental income | Quality | Raise by a further 5% compared to the original 2011/12 budget | On target | Raise by a further 2% compared to the original 2011/12 budget |
| 3. | Efficient receipting of invoices | Quality | Maintain 99% target and also receipt 70% of SME invoices in 10 days | On target | Maintain 99% target and also receipt 70% of SME invoices in 10 days |
| 4. | Respond to written complaints and general correspondence within 10 working days | Quality | Achieve this and other Service Response Standards | On target | Achieve this and other Service Response Standards |
| 5. | Respond to Freedom of Information Act and Environmental Information Regulations requests within 20 working days. | Quality | 100% | On target | 100% |
| 6. | Minimise working days lost through sickness | People | Below both the average for the City Corporation and for operational departments | On target | Below the average for the City Corporation of 7 days per annum. |
| 7. | Improve take up of training course programme | People | Reduce the level of training days lost. | On target - new monitoring arrangements introduced | Reduce the level of training days lost by 5%. |
| 8. | Achieve external accreditation (1) | Quality | Maintain or improve Green Flag ratings | All Green Flag Awards maintained | Maintain or improve Green Flag passes. |
| 9. | Achieve external accreditation (2) | Quality | Retain Green Heritage award for 8 sites | One additional award received for Kenley Common | Retain Green Heritage award for 9 sites |
| 10. | Deliver Sustainability Audits across the Open Spaces - year two of the Departmental Sustainability Improvement Plan (DSIP) | Environment | Complete Phase one audits. Deliver year one of the current DSIP. SMT to agree how to ensure the Audit is carried out across the dept every two years. | Achieved | - Complete year 2 of the current DSIP. - Develop SAS for two other Departments. |
| 11. | Increase the accuracy of customer satisfaction measures | Inclusion | Develop a rolling programme of site surveys. | On target | Implement a rolling programme of site surveys. |

| Ref. | Measure Name | Linked to Departmental Objective | Target: 2012 – 2013 | Performance: ² 2012-2013 | Target: 2013 – 2014 |
|------|---|----------------------------------|---|---|---|
| 12. | Expand Volunteer Working | People | Increase the level of volunteer hours worked. | On target | Increase the level of volunteer hours worked. (11/12 – 46,000) |
| 13. | Improve learning services | Promotion | Maintain the number of sessions held in 2011/12 | See above | Maintain the number of sessions held in 2012/13. |
| 14. | Reduce Energy Consumption | Environment | Achieve a further reduction of 2.5%. | Increase of 10% to date, due to adverse weather conditions. | Achieve corporate target of 2% reduction. |
| 15. | Reduce accidents reported | People | Reduce the number of reported accidents resulting in injuries by 5% | On target | Reduce the number of reported accidents resulting in injuries (2012 - 50). |
| 16. | Prepare strategic presentations for meetings of the Open Spaces, City Gardens and West Ham Park Committee | Quality | Make a presentation to each Committee meeting during the year and identify future strategic projects. | On target | Make a presentation to each Committee meeting during the year and identify future projects. |
| 17. | NEW - Increase use of Open Spaces websites | Quality | N/A | N/A | Increase traffic by 10% on previous year (12/13 – 744,000 hits) |
| 18. | Maintain our market share of burials | Quality | Achieve 8% market share of burials. | 7.5% achieved (after 8 months) | Achieve 8% market share of burials. |
| 19. | Maintain our market share of cremations. | Quality | Achieve 23% market share of cremations. | 22.8% achieved (after 8 months) | Achieve 23% market share of cremations. |
| 20. | Percentage of income for the Cemetery & Crematorium compared with the target income of £3.95m. | Quality | Achieve an income target of £4.05m. | On target | Achieve an income target of £4.1m. |
| 21. | Increase the number of cremations using the new fully abated cremator. | Quality | Carry out 60% of cremations using the new cremator. | 64.8% achieved (after 8 months) | Carry out 60% of cremations using the new cremator. |

1. Showing progress on the indicators which were agreed for 2012/13 and setting new targets for 2013/14.
2. As at the end of December 2012.
3. Includes the City of London Cemetery and Crematorium.

Our Financial Information⁽²⁾:

| | 2011/12 Actual | 2012/13 Original Budget | 2012/13 Revised Budget (latest) | 2012/13 Actual Outturn (1) | | 2013/14 Original Budget |
|-------------------------|-------------------|-------------------------------|--|----------------------------------|-----|-------------------------------|
| | £000 | £000 | £000 | £000 | % | £000 |
| Employees | 13,521 | 13,950 | 14,130 | 14,130 | 100 | 14,103 |
| Premises | 1,923 | 1,767 | 1,899 | 1,899 | 100 | 1,896 |
| Transport | 760 | 713 | 686 | 686 | 100 | 607 |
| Supplies & Services | 3,702 | 2,808 | 2,580 | 2,580 | 100 | 2,288 |
| Third Party Payments | 148 | 81 | 125 | 125 | 100 | 81 |
| Transfer to Reserve | 446 | 100 | 271 | 271 | 100 | 100 |
| Unidentified Savings | 0 | 0 | 0 | 0 | 100 | 0 |
| Total Expenditure | 20,500 | 19,419 | 19,691 | 19,691 | 100 | 19,075 |
| Total Income | (8,208) | (7,511) | (7,895) | (7,895) | 100 | (7,795) |
| Total Local Risk | 12,292 | 11,908 | 11,796 | 11,796 | 100 | 11,280 |
| Total Central Risk | (2,352) | (2,228) | (2,486) | (2,486) | 100 | (2,613) |
| Total Local and Central | 9,940 | 9,680 | 9,310 | 9,310 | 100 | 8,667 |
| Recharges | 3,551 | 3,601 | 3,904 | 3,904 | 100 | 4,016 |
| Total Net Expenditure | 13,491 | 13,281 | 13,214 | 13,214 | 100 | 12,683 |

Notes on Financial Information:

1. Anticipated outturn as at December 2012.
2. Figures include the Cemetery & Crematorium for all years, but exclude the City Surveyor & Director of the Built Environment.

Notes on Staffing Information:

1. Position at December 2012
2. Calendar year data for 2012
3. Includes permanent, fixed term contract & other staff in post for more than a year

Our Staffing is made up of:

- 382 staff in post (361.35 FTEs) **(See note 3)**
- Age profile
Under 21 - 0.52%
21 – 30 – 11.26%
31 – 40 – 22.77%
41 – 50 – 33.39%
51 – 60 – 22.25%
61+ - 6.81%
- Service profile
Up to 5 years 43.19%
6 – 20 years 41.88%
21+ years 14.92%
- Ethnic Minority Staff 9.85%
- Female staff 26.70% **(All above see note 1)**
- Sickness absence per employee
Short term 2.91 days
Long term 2.91 days
- Annual turnover 13.59% **(All above see note 2)**

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| | |
|---|-----------------------------|
| Committee(s): | Date(s): |
| Open Spaces, City Gardens and West Ham Park | 15 th April 2013 |
| Subject: Open Spaces Audit Report 2012 | Public |
| Report of: Director of the Built Environment | For Information |
| <p>Summary</p> <p>This report summarises the key findings of the City of London Open Spaces Audit Report 2012. This Audit updates previous Audit reports in 2002 and 2007 and will provide information to update the City of London's Open Spaces Strategy, to be prepared later in 2013.</p> <p>The Report identifies a largely stable level of open space provision in the City since 2007, although it excludes sites which are closed due to redevelopment or construction works, including most of Finsbury Circus Gardens. The Report shows that most open spaces in the City are very small and can be categorised as 'Pocket Parks'. There remain some larger areas of open space, such as Inner Temple and on the Barbican and Broadgate Estates.</p> <p>Despite the slight fall in the total level of open space provision, there has been a significant increase in public accessibility. The vast majority of open space is fully accessible to those with disabilities.</p> <p>Recommendation(s)</p> <p>Members are asked to note the contents of this report.</p> | |

Main Report

Background

1. The City of London Core Strategy, policy CS19 Open Spaces and Recreation, seeks to protect existing open spaces in the City, provide additional open space where practical and secure public access to open spaces where possible. The policy aims to maintain a ratio of at least 0.06 hectares of high quality, publicly accessible open space per 1,000 weekday daytime population.
2. An Audit of open space in the City was undertaken in 2002 and reviewed in 2007. The 2007 Audit provided the information which underpinned the City Corporation's 2008 Open Spaces Strategy.

3. This report summarises the findings of the 2012 Open Spaces Audit. It provides a factual update to the 2007 Audit and will provide base data to input into a review of the Open Spaces Strategy due later in 2013.

Current Position

4. The City of London Open Spaces Audit provides information on the amount, size and location of open spaces within the City. It also provides information on public accessibility and access for people with disabilities, seating provision and biodiversity. The Audit Report presents information at 31st March 2012.
5. Open spaces in the report are defined as: "Land which is not built on and which has some amenity value or potential for amenity value. Amenity value is derived from the visual and other enjoyment which open spaces can provide, such as historic interest and value." The Audit includes land which is in public and private ownership, but excludes private residential gardens and streets where the primary role is movement.
6. The Audit is undertaken using the same standard methodology used to undertake previous Audits in 2002 and 2007 and therefore provides a comparable historical data series. A full comparison between the 2007 and 2012 Audits and the implications for the provision and management of open spaces in the City will be provided in a review of the Open Spaces Strategy due later in 2013. This review will address the City Corporation's Strategy for the provision of new open spaces and set out how the City Corporation will implement the Core Strategy policy requirement to increase the amount and quality of publicly accessible open space. The review will be brought back to this Committee and the Planning & Transportation Committee for approval later in the year.

Key Findings

7. At 31st March 2012, there was a total of 32.09 hectares of open space within the City of London (excluding land closed due to construction works). This compares with a total of 32.18 hectares in 2007. The apparent small reduction in open space is principally the result of the temporary loss of open space due to redevelopment and construction works, and to changes in the way that the area of open space is measured. The loss of open space includes the temporary closure of most of Finsbury Circus Gardens due to Crossrail construction works. Taking account of this temporary loss of open space, there has been a small increase in both the area (of 0.29 hectares) and quality of open space in the City since 2007. This issue will be addressed in the forthcoming Open Spaces Strategy.
8. The majority of the open space in the City is contained within sites of under 0.4 hectares which are defined as 'Pocket Parks'. There are, in addition, a number of Small Open Spaces over 0.4 hectares, including areas such as Inner Temple Garden, St Paul's Churchyard and open spaces on the Barbican and Broadgate estates.

9. During 2012 there was a significant improvement in open space provision near St Paul's Cathedral, when the former coach park on the south side was relocated and replaced by a new publicly accessible open space with significant planting and seating, as part of a major public realm enhancement project. This new space was named in celebration of the Queen's Diamond Jubilee.
10. Fifty-two percent of the open spaces are defined as civic spaces, 16% are parks and gardens, 14% cemeteries and churchyards and the remaining 18% a mix of amenity greenspace, natural and semi-natural greenspace, provision for children and young people, outdoor sports facilities and local green corridors.
11. The City's Core Strategy seeks to ensure public access to open spaces where possible. The Audit shows that 80% of the open spaces have full public access between dawn and dusk, amounting to 25.66 hectares of space. This represents an increase of 2.35 hectares since the 2007 Audit. A further 7% of the open space has significant restrictions to public access or is accessible only to residents of a specific housing estate, a reduction from 12% in 2007. Thirteen percent of the City's open space is closed to the public, again representing a reduction from 2007, when 16% of the identified open space was closed to the public.
12. Seventy-one percent of the open space is fully accessible for people with disabilities, with 29% having only partial or no access.
13. The majority of open spaces in the City provide seating, with some, such as St Paul's Churchyard or Broadgate Circle providing a significant number of seats. Those sites that do not provide any seating are generally very small sites of under 0.1 hectares, but also include walkways such as those on the Golden Lane and Barbican Estates.
14. The City of London has 10 Sites of Importance for Nature Conservation, totalling 0.68 hectares of open space. The Audit also shows that there are nearly 2,500 trees in the City, with 9 Tree Preservation Orders affecting 34 Trees.

Corporate & Strategic Implications

15. There are no financial implications or legal implications for the City Corporation arising from this report.

Conclusion

16. The Open Spaces Audit 2013 provides information on the amount and type of open space within the City of London as at 31st March 2012. It updates previous Audits in 2002 and 2007 and will provide the information to underpin a review of the Open Spaces Strategy later in 2013.

Appendices

- Appendix 1 – City of London Open Spaces Audit Report 2013

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| | |
|--|-----------------------------|
| Committee(s): | Date(s): |
| Open Spaces, City Gardens and West Ham Park Committee | 15 th April 2013 |
| Subject: Results of a face-to-face survey of users and non-users of the City's open spaces | Public |
| Report of: Director of Open Spaces | For Information |
| <p>Summary</p> <p>To ensure that satisfaction results remain consistently high, and to gather information to inform the review of the City of London Open Space Strategy planned for autumn of this year, City Gardens undertook over 1000 face to face user questionnaires at a variety of locations around the City during November and early December 2012.</p> <p>The findings from the user survey were very positive, with 79.4% of users rating the City Gardens service as good or very good.</p> <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> Note the report | |

Main Report

Background

1. With responsibility for over 200 widely differing gardens, churchyards and areas of open space within the Square Mile, it is important for the City Gardens section to ensure that each of these best serves the City's community according to its individual situation and potential.
2. City Gardens last undertook a user survey in 2009 as a direct response to the Government's *Place* survey and as a follow up to a user survey in 2004; the former had identified some areas for improvement. To interrogate these findings and to ascertain satisfaction levels, the City Gardens Service commissioned a research consultant, Ask for Research, whose findings evidenced that the main dissatisfaction from respondents was due to lack of green space rather than to City Gardens Services.
3. To ensure that the City Gardens Section continues to maintain high levels of satisfaction from current users and to ascertain any current dissatisfaction

levels that need to be addressed, research consultant Ask for Research was commissioned to undertake a repeat consultation exercise throughout November and /early December of last year. In the main, the questions asked were the same as in 2009. However two additional questions were posed, such as whether there was genuine interest in people taking part in volunteering and green gym activities within the open spaces in City Gardens.

4. The exercise captured data from over 1000 members of the City's core community groups including residents, workers and visitors from outside the City, both from Britain and overseas. Ask for Research were also tasked with evaluating any differences that were found between the 2009 survey and the current 2012 findings.

Methodology

5. Based on the success of the survey conducted in 2009, it was vital to ensure that the results produced were thorough, representative and robust. In order to do this, it was agreed in consultation with Ask for Research at the start of the project that:
 - (i) The most comprehensive survey method was face-to-face street-based interview;
 - (ii) Both users and non-users of the City's gardens would be targeted;
 - (iii) Minimum quotas would be set for respondent type of 300 visitors, 500 workers and 200 residents being representative of the City daytime population;
 - (iv) The catchment area would be the boundaries of the Square Mile, and interviews for each sample group spread geographically across this area;
 - (v) Interviews would take place during weekdays, weekends, morning and evening shifts;
 - (vi) Ask for Research would use interviewers that spoke a variety of languages, so that it was possible to capture non-English speakers also.
6. Between November and early December, 1015 interviews were conducted. Interviewers used a simplified map of the City Gardens for reference, and the questionnaire included a self-completion equal opportunities monitoring section.

Results

7. Of the 1015 people who were interviewed:
 - (i) 50% were male, 50% female (a slight increase in females since 2009);
 - (ii) 12% were under 25 years old (a slight decrease since 2009), 53% were aged between 25 and 44, and 35% were 45 and over. There has been a 10%

increase in the upper age bracket at a small expense to the other two categories since 2009;

- (iii) 55% were white British, 17% white European and nearly 21% of respondents spread over 15 different ethnic groups, (no significant difference since 2009 survey);
 - (iv) Nearly three-fifths of people travelling to the City did so from elsewhere in London, with a further fifth from elsewhere in the UK and the final fifth from abroad (similar findings from 2009);
 - (v) 85% of respondents stated the week day as their main time of their visit (15% increase since 2009) and 15% the weekend as their main time of visit, (15% decrease since 2009) both results could have been a reflection on the type of user and/or the time of year.
 - (vi) The results of the project have provided a useful indication of satisfaction levels with the services provided by the City Gardens team, and will help to inform the City of London Open Space Strategy review. The level of detail provided by the survey can help decide the ranking of competing service priorities in a climate of budgetary restrictions and to concentrate on issues that voters and tax-payers feel are important.
8. In terms of overall user satisfaction ratings 99.1% - rate their satisfaction with the spaces as either fair (19.7%), good (45%) or very good (34.4%). These ratings are similar to those identified in 2009.

Corporate & Strategic Implications

9. This report clearly supports key strategic aims within the Community Strategy, notably supporting our communities, and protecting, promoting and enhancing our environment.
10. It also supports the City of London Open Space Strategy, notably:
- Strategic Objective 1: To maintain and increase public access to existing open spaces and enhance the quality of these spaces, in terms of both design and management.
 - Strategic Objective 3: Ensure that all open spaces are designed and managed to be safe and accessible to all and, where appropriate, to provide opportunities for different activities at different times of the day and year.

Conclusion

11. In terms of overall satisfaction ratings 99.1% - rate their satisfaction with the spaces as either fair (19.7%), good (45%) or very good (34.4%). This compares to similar ratings from 2009.
12. Specific results within the survey provide high levels of satisfaction with accessibility, cleanliness, litter clearance and staff attitudes. Three

consecutive London in Bloom Gold awards between the years 2010-12 supports this evidence and also indicates continuous improvements in service standards.

13. The evidence uncovered through the 2012 City Gardens will be used by officers to support future open space provision and to help prioritise services. It is hoped to continue to revisit in-depth user consultation in this way in future years, the 5-yearly window being appropriate for reviewing service quality levels in this detail.

Appendices

- Appendix 1 – Page 7 to 13 Summary of City Gardens Survey Results 2012

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City of London

City Gardens Customer Survey 2012

January 2013



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Introduction

The City of London Corporation benefits City residents, businesses, visitors and workers in the Square Mile through providing a diverse range of local authority services. The objective of the Corporation is to make a cleaner, safer and more attractive place to live, work or run a business. The range of services, which focuses on; business, leisure and heritage, urban regeneration and the living environment incorporates:

- Development and planning
- Highways and transport
- Health and safety
- Law and order
- Residents and housing
- Education
- Social Services
- Food and retail markets.

The City Gardens Section is a specific focus of the City of London Corporation's services. Following the destruction of the area in the Second World War, the Corporation of London decided to build new gardens in the area as well as offices. As a result, there has been a significant increase in the number of gardens and landscaped areas in the City.

Whilst space within the City has always been at a premium, it has a considerable number of secret gardens, disused burial grounds and churchyards with an abundance of trees, shrubs and bedding plants, and with landscaped areas ranging from small secluded corners to broad expanses of public garden.

Whilst the City houses in the region of 9,000 residents, this number swells to a population in the region of 37,000 during the day. The open spaces therefore provide an important service to allow people to escape from the busy City life and appreciate the natural surroundings of the City.

The objective of the survey is:

"To provide the basis for a review of the services provided by the City Gardens Section to inform future management options, and through this, the development of a City Open Space Development Plan and appropriate policies. The results may also be used in support of existing City Gardens operations".

The survey population was defined as users and non-users of the City's garden facilities. The population included City workers, residents and visitors during November/December 2011. A previous survey had been conducted during the summertime of late August/early September. This survey therefore allowed for the comparison of findings by summer and winter visitors to the City of London.

Dates, times and locations for interviews were planned over a range of timeslots to ensure inclusion of; residents, workers and visitors.

The interviews were conducted face-to-face at key pedestrian routes throughout the City with the aim of completing 1000 interviews. In total, 1015 interviews were completed.

Table 1: Distribution of interviews by location

| Place of interview | Number of interviews |
|-------------------------|----------------------|
| Bank Junction | 142 |
| St. Paul's/Carter Lane | 153 |
| Bunhill Fields | 119 |
| Petticoat Square | 48 |
| The Barbican | 226 |
| St. Andrew's Churchyard | 113 |
| Tower Hill Gardens | 136 |
| Other | 78 |
| Total | 1015 |

The time of year for interviewing and weather conditions meant that interviewers had to be moved around to avoid park closures (due to heavy rain) and to move to locations with sufficient footfall to secure interviews. The dark weather and lack of lighting meant that with the exception of Bank Junction (where some lighting was available), all interview schedules were conducted 10am-4pm.

A range of languages was used by the interviewers to provide options for the interview to be conducted in a language other than English or to arrange to conduct the interview by telephone in the preferred language of the customer.

Interviewers had an ID card and a letter of authority from City of London to assure customers of the validity of the research; they were fully briefed and trained to MRS standards. The interviewing activity was conducted by QA Research.

The range of error provided on a 50% response with a 95% confidence level is +/-3.1% based on a sample of 1000 completed interviews. A pilot survey was undertaken to ensure the proposed methodology worked effectively prior to embarking on the full survey.

The data gathered from the interviews was set up and input onto SPSS (Statistical Package for the Social Sciences). A back check of survey data was undertaken to assure the quality and validity of the data and visual and logic checks were also carried out.

All frequency data has been rounded to the nearest one decimal place of a percentage point. Combined percentages have been calculated on summing the absolute data and then calculating the percentages to one decimal place. As such, totals may not always appear to sum.

Mean ratings have been calculated on percentage responses to one decimal place.

The following cross-tabulations have been undertaken to provide a detailed analysis of the data:

- Gender
- Age
- Ethnicity
- Frequency of visit to open spaces
- Place of residence
- 2009 City Gardens Customer Survey (summer based).

Testing for significant differences has been undertaken for key findings at 95%. Whilst significant differences may not be apparent based on the sample bases for the survey, it cannot be assumed that significant differences would not be apparent if using the same calculations based on larger sample sizes.

Significant differences have been tested on the whole percentage responses (or to 1 decimal place where the response is under 0.5%) as follows (based on the number of profiles within each category):

- Males compared to females
- Ages compared to the total sample
- Customers of a White British ethnicity compared to customers of an Other ethnicity
- Place of residence compared to the total sample
- Frequency of visit compared to the total sample
- Reason for visit compared to the total sample
- 2012 customers compared to 2009 customers.

In graphs, "0%" represents a response of less than 0.5% and " " represents a zero response. In charts, any response below 0.5% has been provided to one decimal place for completeness and 0% represents a zero response.

"Customers" throughout the report refer to the total relevant sample of visitors and/or non-visitors to the City Of London's parks, gardens and churchyards.

Whilst care has been taken in all aspects of the production of this data and the report, we cannot be held responsible for any errors or omissions nor for any actions or decisions or the impact of such which are taken as a result of any area of this report, its recommendations or its supporting data. The implications section is based solely on our own interpretation of the data.

Implications

1. What influences and what is the influence of the profile of customers?

The sample provides a good representation for analysis

- The overall profile of customers has provided significant data for analysis. This has included good representation by; gender, age, ethnicity, place of residence and purpose of visit.

Customer profile does influence frequency of visit

- Illustrating a difference between gender and likely use, those who never use the open spaces are more likely to be male.
- Illustrating perhaps the opportunity for more time and/or the fact that older customers are more likely to be residents, is that customers who visit open spaces more frequently are those aged 75+ years old.
- Perhaps illustrating their higher likelihood of living in London or the UK, customers who visit more frequently are more likely to be of a White British ethnicity; whilst perhaps reflecting their higher likelihood of living abroad, customers who visit once or never are more likely to be of an Other ethnicity.

Customer profile does influence reason for visit

- Reflecting a gender difference in reason for visit, workers are more likely to be male whilst residents are more likely to be female.
- As would be expected, workers are less likely to be aged under 25 years old and less likely to be aged 65+ years old, whilst they are those more likely to be aged 35-44 years old. Continuing an age profile for reason for visit, visitors are those more likely to be aged 65+ years old and residents are those more likely to be aged 75+ years old.
- Reflecting a difference in purpose of visit and ethnicity, workers are those more likely to be of a White British ethnicity, with visitors more likely to be of an Other ethnicity. London and UK residents are those more likely to be working, with those living abroad those most likely to be visiting.
- Customers who visit most often are more likely to be workers and residents, with workers also those more likely to visit less than weekly. Interestingly however, workers are also more likely to never visit, illustrating a difference of behaviour within this sub group of those who visit frequently and those who never visit.
- As would be expected, those who visit once are more likely to be visitors, supporting their purpose for being in the City of London.

Customer profile is influenced by place of residence

- Customers living abroad are more likely to be female than male, whilst there is no such distinction regarding living in the UK or in London. Those living in London are more likely to be aged 75+ years old which also reflects the older profile of City of London residents.
- Customers living in London and the UK are more likely to be of a White British ethnicity and those living abroad are more likely to be of an Other ethnicity.
- 45+ year olds are less likely to be living in London and are more likely to be living in the UK than younger customers.
- Customers who visit frequently are more likely to live in London, whilst those who visit open spaces once are more likely to live abroad. Those who visit more than once but less than weekly are more likely to live in the UK. Customers who never visit are more likely to live in the UK and are less likely to live abroad.

2. What influences and what influence is the profile of visits?

How frequently do customers visit open spaces?

- Indicating a healthy level of use of open spaces, just over 85% of customers have used any of the open spaces in the City of London. Just over one third use the open spaces at least weekly, illustrating the concentration of use.
- As may be expected, the frequency of use is lower when compared to the summer survey. The likelihood of any use however is exactly the same, indicating that whilst the frequency may be less, the open spaces are still used by a similar proportion of customers in the winter as in the summer.
- As identified in the profile analysis, females are more likely to use the open spaces than males. Reflecting a difference in ethnicity, and perhaps reflecting the more likely purpose of visit, customers of a White British ethnicity are more likely to use the open spaces than those of an Other ethnicity.
- It is London residents and residents from abroad who are more likely to use open spaces, with UK residents being those less likely to do so.
- Visitors and residents are those more likely to use the open spaces, with workers those less likely.

Which open spaces are used?

- The open spaces used by customers will to some extent be influenced by the interview locations, which were selected to target visitors to the City of London.
- Comparing the interview locations by likelihood of visit however provides insight into the open spaces of most use in the City of London. Whilst 15% of interviews were conducted in St. Paul's/Carter Lane, over half of customers state they visit St. Paul's Churchyard, the open space most frequently mentioned by customers.

- This is followed by the Barbican, which whilst accounting as the interview location for just over one fifth of interviews was identified by nearly half of customers as an open space they use.
- Another open space, whose popularity is strong, is Tower Hill Gardens. Whilst just over one tenth of interviews were conducted in Tower Hill Gardens, just over two fifths of customers identified this as an open space which they visit.
- Focusing on the three open spaces of most use, it is perhaps not surprising that visitors resident abroad are those more likely to be visiting St. Paul's Churchyard. Reflecting this popularity with residents from abroad is the frequency with which St. Paul's Churchyard is visited, with customers who visit only once being those more likely to visit this open space. Visitors and residents are more likely to visit with workers less likely to do so.
- London residents and those of a White British ethnicity are those more likely to visit the Barbican. Residents within the City of London are also those more likely to visit, with customers having a visit as their reason for being in the City of London those less likely to visit the Barbican.
- Under 25 year olds and 45+ year olds are those less likely to visit Tower Hill Gardens, which is more likely to be visited by residents from abroad and less likely to be visited by London residents. Reflecting their popularity with residents from abroad, customers who visit only once are those more likely to visit Tower Hill Gardens. Visitors are more likely to visit Tower Hill Gardens with workers less likely.

3. What are the uses of and views on open spaces?

What is the main open space used?

- Whilst the largest proportion of customers use St. Paul's Churchyard, the Barbican is the one open space used most often, followed by St. Paul's Churchyard. Whilst being used by just over two fifths of customers, Tower Hill Gardens is the open space most used by just over one tenth of customers.
- This frequency of use could be influenced by the type of visitor. With City residents those more likely to use the Barbican, residents from abroad those more likely to use St. Paul's Churchyard and UK residents those more likely to use Tower Hill Gardens, it is possible that this will reflect the level of their overall use.

When are the popular times to visit?

- Considering the times of visit as well as the frequency of visit can help to plan services and support to meet customer need. Weekdays are by far more popular than weekends. Weekday lunchtimes are the single most popular time, accounting for just over two fifths of customers, and indicating a significant demand on resources at this time.
- Further emphasising the demand on services at this time is that customers who visit most frequently, at least weekly, are those more likely to use the open spaces at weekday lunchtimes. Illustrating the service which the open spaces provide for workers, is that it is the workers who are those more likely to use the open spaces weekday lunchtimes.

How long do people spend in the open spaces?

- It is possible that the time of year could be a factor influencing the length of time spent in open spaces. This could be reflected in that winter customers are more likely to be spending under 30 minutes in the open spaces than summer customers. In fact, nearly three fifths of winter customers spend under 30 minutes in the open spaces. Perhaps reflecting their purpose of visit, workers are those more likely to spend under 30 minutes whilst residents are those more likely to spend 1 hour plus in the open spaces.

What are the open spaces used for?

- Relaxation or passive recreation is the main purpose for visit and is also the single main purpose for visiting open spaces, illustrating the service provided in meeting this need amongst customers. Passing through is both the second main purpose for visiting and also the second main single purpose for visiting open spaces.
- Illustrating the wide range of uses made of the open spaces by residents is the fact that residents are those more likely to use the open spaces for all activities.
- Again possibly reflecting the time of year is the reasons for visiting the open spaces, with winter customers are more likely to be passing through. Interestingly, customers in the winter are as likely to be visiting open spaces for relaxation or passive recreation as they are in the summer, illustrating resilience to the weather for this purpose.
- As may be expected, winter visitors are less likely to be dog walking or having contact with nature. They are however more likely to be; partaking in active sport, attending events and meeting friends.

What are the barriers to using open spaces?

- Addressing the barriers to using open spaces can provide insight to developing services to encourage take up amongst non-users. A difficult barrier to address however is a lack of time, which is the main reason provided for not using the open spaces. Encouraging this as a positive use of time would rely on effective communications to encourage their take up. As may be expected, workers are those more likely to state a lack of time, with visitors providing the main reason as not living in the area.

What are the levels of satisfaction with open spaces?

- Asking customers for their opinions on levels of service provision illustrates those areas where performance is perceived as positive and can be maintained, and those areas where improvements could help to increase customer satisfaction.
- Increasing levels of customer satisfaction can positively impact the frequency and type of use of open spaces and can also encourage new users through positive communication and feedback from those who visit the open spaces.
- Customers were invited to rank a range of service levels relating to the parks gardens and churchyards on a scale of 1-5, where 1 = very poor and 5 = very good. Six of the eight service areas received a mean rating of 4 or higher (at least good). Receiving these ratings are; accessibility of gardens, removal of dog fouling and pigeon mess, general standard of maintenance, overall level of cleanliness, litter clearance and attitude of staff.

- Whilst still positive, the availability of useful information achieved a mean rating of 3.5, indicating some potential to address this provision.
- Just under the midway rating of 3.0, is the quality of play and sports facilities, which achieved a mean rating of 2.9.
- Perhaps reflecting the time of year is some indication of some decrease in satisfaction with all relevant service areas with the exception of the removal of dog fouling and pigeon mess, which could be seen as being less of an issue in the winter months. It could be expected perhaps that satisfaction with open spaces could be lower in the winter when such considerations as; fallen leaves, poor weather, darkness, lack of colour and open space inaccessibility are likely to be more apparent.

How safe do customers feel in open spaces?

- Whilst the winter time could be having an adverse effect on customer satisfaction, there has been an increase in the feeling of safety compared to the summer survey. Considering the darker days and poor weather, an increase in this factor could be viewed as a significant positive.
- Illustrating potential areas to address in considering those less likely to strongly agree with feeling safe are that; females, residents from abroad, those who visit less often and visitors are those less likely to strongly agree with feeling safe.

What improvements could be made to the open spaces?

- Identifying ways in which the open spaces could be improved based on the perceptions of customers can help to increase the take up and satisfaction of current visitors and potentially encourage use amongst non-visitors.
- Customers were asked to rate their agreement with improvements which could be made to the open spaces on a scale of 1-4, where 1 = strongly disagree and 4 = strongly agree.
- Taking a rating of 3.0 or above as being indicative of a stronger level of agreement are seven of the potential areas for improvement; more open spaces, more nature attracting plants, more lawn areas, more trees, more wildlife, more natural play and more staff presence. This indicates a level of satisfaction with current provision in the extent that "more" is required.
- Whilst below the rating of "3", positive ratings have also been provided for; more sports facilities, more hard landscaping and more children's play equipment.
- Whilst the ratings are positive, some consideration could be introduced by the proportion of customers who are more likely to strongly agree or who are more likely to strongly disagree.
- Over half of customers strongly agree that improvements would include; more open spaces, more nature attracting plants, more lawn areas and more trees, indicating the demand for further open spaces and supporting greenery.
- Over one tenth of customers strongly disagree that improvements would include more children's play equipment and more sports facilities, indicating those areas where customers feel less strongly that improvement is needed.

4. Future involvement

What is the level of interest in a green gym?

- Illustrating the potential interest in the development of a green gym in the open spaces, is that 14% of all customers state it is something they would be interested in.
- When considering the profile of customers, it is perhaps not surprising that those more likely to be interested are; aged under 45 years old, live in London, visit open spaces at least weekly and are a City of London resident.

What is the level of interest in volunteering?

- Just over one tenth of customers would be interested in volunteering in the City Gardens, illustrating the potential level of support for helping out in the City of London's open spaces.
- Information on how customers can volunteer would be more effectively targeted at; 25-44 year olds, those resident in London, those who visit the open spaces at least weekly and those who are resident in the City of London.

What is the level of interest in a City Gardens Section newsletter?

- Just over one tenth of customers would be interested in receiving a bi-monthly newsletter about news and events in the garden. Such a newsletter is more popular amongst; males, London residents, those who visit the open spaces at least weekly and residents in the City of London.

Executive summary

1. Profile of customers

Gender of customers

- Half of customers are male (50%) and half of customers are female (50%).

Age of customers

- Nearly two thirds of customers (65%) are aged under 45 years old, with 12% aged under 25 years old, 29% aged 25-34 years old and 24% aged 35-44 years old. Just over one third of customers (35%) are aged 45+ years old, with 17% aged 45-54 years old, 14% aged 55-64 years old and 4% aged 65+ years old.

Ethnicity of customers

- Just over half of customers (55%) are of a White British ethnicity, significantly the single main ethnicity of customers. In total, nearly three quarters of customers (73%) are of White ethnicity.
- Less than one tenth of customers are of the ethnic groups represented by the next largest proportion of customers; Black ethnicity (8%) and Asian ethnicity (7%).

Whether customers have a disability

- Just 3% of customers consider themselves to have a disability. 92% of customers consider themselves not to have a disability and 5% preferred not to state.

Place of residence

- Nearly three fifths of customers (59%) live in London, with just over one fifth of customers (22%) living elsewhere in the UK. Virtually one fifth of customers (19%) live abroad.

Main purpose of visit to the City of London

- The main reason for visiting the City of London was to work, with half of customers (50%) stating work. Virtually two fifths of customers (39%) were in the City of London to visit and one tenth (10%) were residents.

2. Profile of visits to parks, gardens and churchyards

Frequency of use

- Nearly nine tenths of customers (86%) use or walk through the parks, gardens and churchyards in the City of London (including Bunhill Fields Burial Ground). Just over one tenth of customers (14%) never use or walk through the parks, gardens or churchyards.
- Over one third of customers (36%) use the parks, gardens and churchyards on at least a weekly basis. Just under one third of customers (29%) use the parks, gardens and churchyards less than weekly.
- Just over one fifth of customers (21%) state they have only used the parks, gardens and churchyards on one occasion or that this is their only visit.

Parks, gardens or churchyards visited

- The three areas visited by the largest proportion of visitors to City of London's parks, gardens or open spaces are; St. Paul's Churchyard (54%), The Barbican (46%) and Tower Hill Gardens (41%).
- Nearly one quarter of visitors visit Finsbury Circus (23%) and just under one fifth of visitors (18%) visit Bunhill Fields.
- Just over one tenth of visitors visit St. Andrew's Churchyard, Holborn (13%) and Petticoat Square (12%), with one tenth (10%) visiting Carter Lane. All of the other parks, gardens or churchyards are visited by less than one tenth of visitors.

Park, garden or churchyard most visited

- The two parks, gardens or churchyards which are most visited in the City of London are the Barbican (30%) and St. Paul's Churchyard (25%).
- Over one tenth of visitors (14%) visit Tower Hill Gardens. Less than one tenth of visitors most visit Bunhill Fields (9%) or St. Andrew's Churchyard, Holborn (7%). All other parks, gardens or churchyards are most visited by less than 5% of visitors.

Main time of visit

- Significantly the main time of visiting parks, gardens or churchyards in the City of London is weekday lunchtimes, with just over two fifths of visitors (42%) specifying this as the main time of their visit.
- The proportions of visitors who specify weekday mornings (15%) and weekday afternoons (14%) are very similar. 7% visit weekday evenings.
- Nearly one tenth of visitors (8%) specify commuting to and from work as the main time they visit parks, gardens or churchyards in the City of London. Nearly one tenth of visitors (9%) specify weekend afternoons, with 3% stating weekend lunchtimes, 3% weekend mornings and 1% weekend evenings.
- In fact nearly nine tenths of visitors (85%) specify a weekday time (including commuting) over a weekend time (15%) as the main time for their visit.

Average length of visit to parks, gardens and churchyards

- Nearly three fifths of visitors (58%) on average spend under 30 minutes in the parks, gardens and churchyards in the City of London, with just over one quarter (26%) spending under 15 minutes and nearly one third (32%) spending between 15 minutes and up to 30 minutes.
- Just over two fifths of visitors (42%) spend at least 30 minutes in the City of London's parks, gardens and churchyards on average, with 27% spending between 30 minutes and under 1 hour, 10% spending 1 hour and up to 2 hours and 5% spending on average 2 hours plus.

Reasons for visiting parks, gardens and churchyards

- Relaxation is the main reason for visiting parks, gardens and churchyards in the City of London, with nearly three quarters of visitors (72%) stating this purpose.
- The second main reason for visiting is just passing through, with this purpose stated by half of visitors (50%). Just over one third of visitors (35%) state meeting friends as a purpose of their visits to parks, gardens and churchyards in the City of London.

- Just under one tenth of visitors identified attending events (9%) and play, active recreation or sport (9%) as a purpose of their visits. 6% of visitors identify contact with nature and 2% identify dog walking.

Main reason for visiting parks, gardens and churchyards

- The single main reason for visiting parks, gardens or churchyards in the City of London is for relaxation, with this the main reason for visiting stated by virtually half of visitors (49%).
- Just over one quarter of visitors (28%) state their main purpose of visit to be passing through. Just over one tenth of visitors (12%) state meeting friends as the main purpose of their visit.

Reasons for not visiting parks, gardens or churchyards

- The main reason for non-visitors not visiting the parks, gardens or churchyards in the City of London is that they do not have the time to do so, identified by just over half (53%) of non-visitors.
- Nearly two fifths of non-visitors (38%) state not passing by or the parks, gardens or churchyards not being close to where they live or work as a reason for not visiting. Just over a further quarter of non-visitors (27%) state not living in the area as being a reason for not visiting.
- Just under one tenth of visitors each state that not wanting to visit (9%) and not knowing where the parks, gardens or churchyards are (9%) are reasons for not visiting them. Just 3% of non-visitors state the anti-social behaviour of others as a reason for never using the parks, gardens or churchyards.

3. Satisfaction with parks, gardens and churchyards

Overall views on accessibility of gardens

- Nearly nine tenths of visitors (88%) provide a positive rating of good or very good, 11% provide a fair rating and just 1% provide a negative rating of poor or very poor, providing an overall mean rating of 4.4.

Overall views on general standard of maintenance

- Virtually four fifths of customers (79%) provide a positive rating of good or very good relating to their overall view on general standard of maintenance, 20% provide a rating of fair and just 1% provide a negative rating of poor or very poor. The overall mean rating is 4.3.

Overall views on cleanliness

- Over three quarters of customers (78%) provide a positive rating of good or very good with regard to the overall cleanliness of open spaces, 21% provide a rating of fair and 2% provide a rating of poor (nobody provided a rating of very poor). The overall mean rating provided is 4.1.

Overall views on litter clearance

- Nearly four fifths (79%) of customers provide a positive rating of good or very good relating to their overall views on litter clearance, with 19% providing a rating of fair and 3% providing a negative rating of poor or very poor. The overall mean rating is 4.1.

Overall views on removal of dog fouling and pigeon mess

- Four fifths of customers (80%) provide a positive rating of good or very good, 17% provide a fair rating and 3% provide a negative rating of poor or very poor with regard to the removal of dog fouling and pigeon mess, providing an overall mean rating of 4.3.

Overall views on attitude of staff in the gardens

- Over seven tenths of customers (72%) provide a positive rating of good or very good regarding the attitude of staff in the gardens, 24% provide a fair rating and 4% provide a negative rating of poor (no customers provide a rating of very poor). The overall mean rating provided is 4.0.

Overall views on availability of useful information

- Just over half of customers (54%) provide a positive rating of good or very good relating to the availability of useful information, 29% provide a fair rating and nearly one fifth (17%) provide a negative rating of poor or very poor. The overall mean rating provided is 3.5.

Overall views on quality of play and sports facilities

- Just over one third of customers (35%) provide a positive rating of good or very good regarding the overall quality of play and sports facilities, with 25% providing a fair rating and two fifths of customers (40%) providing a negative rating of poor or very poor. The overall mean rating provided is 2.9.

Feeling of safety

- Visitors were asked to what extent they agree with the statement; "I always feel safe in the parks and gardens in the City". Virtually all visitors (98%) agree or strongly agree with this statement, with 33% agreeing and 65% strongly agreeing. Just 2% of visitors disagree and none of the visitors strongly disagree. The overall mean rating on a scale of 1-4, where 1 = strongly disagree and 4 = strongly agree is 3.6.

4. Improvements to parks, gardens and churchyards

There should be more open spaces in the City

- Virtually nine tenths of customers (88%) agree to some extent with the statement that there should be more open spaces in the City, with 59% agreeing strongly and 30% agreeing. Just over one tenth of customers (12%) disagree with this statement to some extent. The overall mean rating provided is 3.4.

There should be more nature attracting plants in the City

- Just over nine tenths of customers (91%) agree to some extent with the statement that there should be more nature attracting plants in the City, with 54% agreeing strongly and 37% agreeing. Less than one tenth of customers (9%) disagree with the statement to some extent. The overall mean rating provided is 3.4.

There should be more trees in the City

- Virtually nine tenths of customers (88%) agree to some extent with the statement that there should be more trees in the City, with 52% agreeing strongly and 36% agreeing. Just over one tenth of customers (12%) disagree with this statement to some extent. The overall mean rating is 3.4.

There should be more hard standing landscaping within our green spaces

- Just over two thirds of customers (67%) agree with some extent with the statement that there should be more hard standing landscaping within our green spaces, with 33% agreeing strongly and 35% agreeing. One third of customers (33%) disagree with this statement to some extent, with 10% strongly disagreeing and 23% disagreeing. The overall mean rating is 2.9.

There should be more staff presence in the gardens in the City

- Nearly three quarters of customers (73%) agree to some extent with the statement that there should be more staff presence in the gardens in the City, with 39% strongly agreeing and 35% agreeing. Just over one quarter of customers (27%) disagree with this statement to some extent, with 6% disagreeing strongly and 21% disagreeing. The overall mean rating is 3.1.

There should be more focus on encouraging wildlife in the City

- 85% of customers agree to some extent with the statement that there should be more focus on encouraging wildlife in the City, with 46% strongly agreeing and 39% agreeing. 15% of customers disagree with the statement to some extent, with 2% strongly disagreeing and 13% agreeing. The overall mean rating provided is 3.3.

There should be more lawn areas for sitting in the City Gardens

- Just over nine tenths of customers (91%) agree with some extent to the statement that there should be more lawn areas for sitting in the City Gardens, with 52% strongly agreeing and 39% agreeing. Just under one tenth of customers (9%) disagree with the statement to some extent. The overall mean rating is 3.4.

There should be more opportunities to learn about "natural play"

- Over four fifths of customers (84%) agree to some extent with the statement that there should be more opportunities to learn about "natural play", with 44% agreeing strongly and 40% agreeing. 16% of customers disagree with this statement to some extent, with 4% disagreeing strongly and 12% disagreeing. The overall mean rating provided is 3.2.

There should be more children's play equipment

- Just over three fifths of customers (61%) agree to some extent with the statement that there should be more children's play equipment, with 34% agreeing strongly and 27% agreeing. Nearly two fifths of customers (39%) disagree with this statement to some extent, with 17% strongly disagreeing and 22% disagreeing. The overall mean rating provided is 2.8.

There should be more sports facilities for children and adults

- Nearly two thirds of customers (64%) agree to some extent with the statement that there should be more sports facilities for children and adults, with 37% agreeing strongly and 28% agreeing. Over one third of customers (36%) disagree with this statement to some extent, with 16% disagreeing strongly and 19% disagreeing. The overall mean rating is 2.9.

Ways in which parks, gardens, churchyards and roadside planters in the City could be improved

- Customers were asked for the ways in which they think parks, gardens, churchyards and roadside planters in the City could be improved. In grouping the responses, they fell quite evenly into the following nine categories, which each accounts for around one tenth of responses:
 - More of them/more open space/more space
 - More attractive/more colour
 - More plants/flowers/trees/shrubs
 - More publicity/promotion/advertising/signs/information
 - Safety related/more staff/lighting
 - More seating/shelters/places for lunch
 - Cleaner/tidier/better kept/better maintained/tidy leaves
 - More to do/more activities
 - More facilities/play things.

5. Involvement with parks, gardens and churchyards

Interest in a green gym

- Just over one tenth of customers (14%) would be interested in attending a green gym session held in one of the City's open spaces that helps people to keep fit and healthy whilst improving the environment. 87% of customers would not be interested in attending a green gym.

Interest in volunteering

- Just over one tenth of customers (11%) would be interested in volunteering in the City Gardens. 89% of customers would not be interested in volunteering.

Interest in receiving the City Gardens Section newsletter

- Just over one tenth of customers (11%) would be interested in receiving a bi-monthly newsletter about news and events in the gardens.

Main report

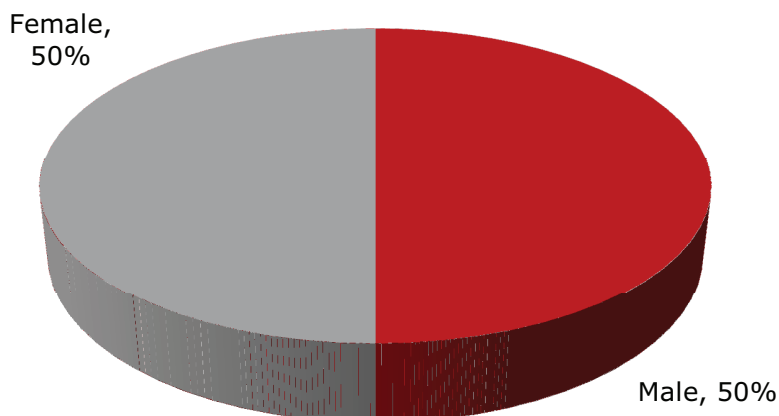
Section 1. Profile of customers

1. Gender of customers

Half of customers are male (50%) and half of customers are female (50%).

- *Residents from abroad are those more likely to be female and less likely to be male.*
- *Customers who visit less than once a week are those more likely to be female and those less likely to be male. Customers who never visit are those more likely to be male and those less likely to be female.*
- *Workers are those more likely to be male and those less likely to be female. Residents are those more likely to be female and less likely to be male.*
- *2012 customers are more likely to be female and less likely to be male than 2009 customers.*

Chart 1: Gender of customers



Sample base = 1005, all customers where responded, single response

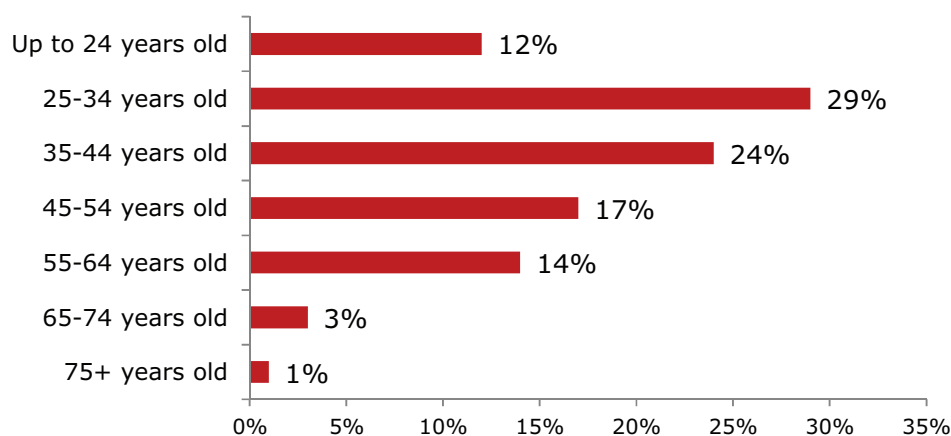
Table 1: Gender of customer

| Gender | Profile of customer | | | | | | | | | |
|-------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (499) | (506) | (115) | (505) | (336) | (552) | (427) | (595) | (223) | (187) |
| Male | 100% | 0% | 42% | 50% | 54% | 49% | 53% | 51% | 52% | 43% |
| Female | 0% | 100% | 58% | 50% | 46% | 51% | 47% | 49% | 48% | 57% |

| Gender | Profile of customer | | | | | | | | |
|-------------|---------------------|------------|-------|------------|------------------|-------|------------|------------|------------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (359) | (292) | (216) | (138) | (503) | (388) | (103) | (1057) | (1005) |
| Male | 52% | 45% | 45% | 60% | 56% | 47% | 35% | 58% | 50% |
| Female | 48% | 56% | 55% | 40% | 45% | 53% | 65% | 42% | 50% |

Sample base = as detailed, all customers who provided a response, single response

2. Age of customers

Chart 2: Age of customers

Sample base = 964, all customers who provided a response, single response

Nearly two thirds of customers (65%) are aged under 45 years old, with 12% aged under 25 years old, 29% aged 25-34 years old and 24% aged 35-44 years old. Just over one third of customers (35%) are aged 45+ years old, with 17% aged 45-54 years old, 14% aged 55-64 years old and 4% aged 65+ years old.

- Customers of an Other ethnicity are more likely to be aged 25-34 years old than customers of White British ethnicity. Customers of a White British ethnicity are more likely to be aged 55-64 years old and 75+ years old.
- UK residents are those more likely to be aged 45-54 years old and 55-64 years old. London residents are those less likely to be 55-64 years old and more likely to be 75+ years old.
- Customers who visit at least weekly and weekly or less are more likely to be those aged 75+ years old, with customers who never visit being those more likely to be 55-64 years old.
- Workers are those less likely to be aged up to 24 years old, those more likely to be aged 35-44 years old and those less likely to be aged 65-74 years old and 75+ years old. Visitors are those more likely to be aged 65-74 years old and 75+ years old. Residents are those more likely to be aged 75+ years old.
- 2012 customers are less likely to be aged up to 24 years old and 25-34 years old than 2009 customers; they are more likely to be aged 55-64 years old than 2009 customers.

Table 2: Age of customers

| Age | Profile of customer | | | | | | | | | |
|--------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (481) | (475) | (115) | (510) | (339) | (525) | (421) | (568) | (220) | (176) |
| Up to 24 years old | 10% | 14% | 100% | 0% | 0% | 12% | 12% | 13% | 10% | 11% |
| 25-34 years old | 30% | 28% | 0% | 55% | 0% | 24% | 35% | 30% | 24% | 32% |
| 35-44 years old | 23% | 26% | 0% | 46% | 0% | 24% | 23% | 25% | 21% | 24% |
| 45-54 years old | 19% | 16% | 0% | 0% | 49% | 19% | 16% | 16% | 22% | 14% |
| 55-64 years old | 15% | 12% | 0% | 0% | 39% | 16% | 11% | 11% | 19% | 15% |
| 65-74 years old | 3% | 3% | 0% | 0% | 9% | 3% | 3% | 3% | 4% | 3% |
| 75+ years old | 1% | 1% | 0% | 0% | 3% | 2% | 0.2% | 2% | 1% | 0% |

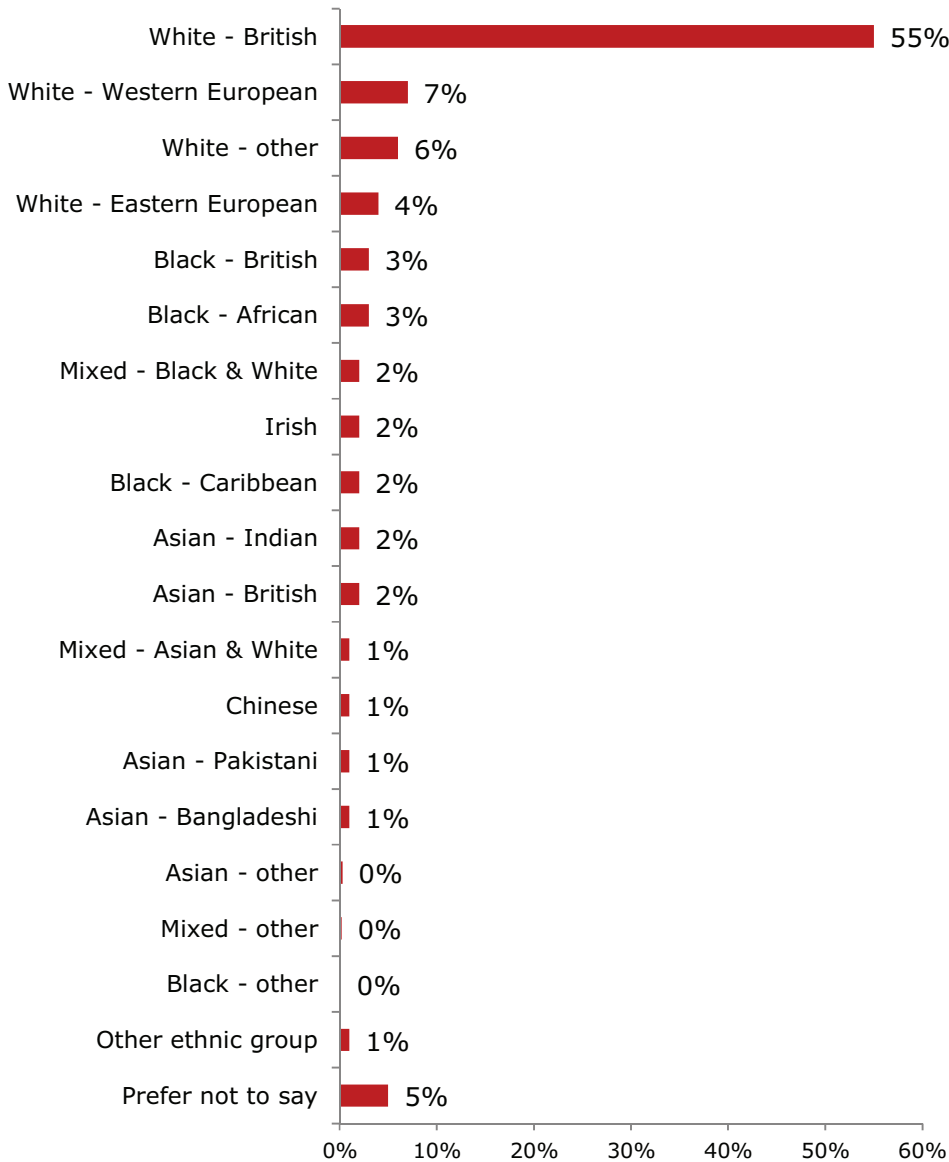
| Age | Profile of customer | | | | | | | | |
|--------------------|---------------------|-------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (338) | (288) | (200) | (138) | (495) | (374) | (84) | (1041) | (964) |
| Up to 24 years old | 12% | 11% | 13% | 12% | 10% | 13% | 18% | 16% | 12% |
| 25-34 years old | 28% | 30% | 31% | 25% | 31% | 28% | 23% | 34% | 29% |
| 35-44 years old | 25% | 26% | 22% | 20% | 27% | 22% | 20% | 24% | 24% |
| 45-54 years old | 17% | 17% | 16% | 20% | 18% | 15% | 17% | 16% | 17% |
| 55-64 years old | 12% | 12% | 15% | 20% | 14% | 14% | 13% | 7% | 14% |
| 65-74 years old | 3% | 2% | 4% | 3% | 1% | 5% | 6% | * | 3% |
| 75+ years old | 2% | 2% | 0% | 0% | 0% | 2% | 4% | * | 1% |

Sample base = as detailed, all customers who provided a response, single response

*-combined in 2009 data 65+ years old = 3%, 2023 data 65+ years old = 4%

3. Ethnicity of customers

Chart 3: Ethnicity of customers



Sample base = 1013, all customers where response provided, single response

Other ethnicities include:

- American X29
- Australian X13
- Canadian X6
- New Zealander X4
- Pilipino X4
- South African X2
- Arab
- Argentinian
- Brazilian
- Egyptian
- Iranian
- Japanese
- Malaysian
- Norwegian
- South American
- Swedish
- Turkish
- White & Chinese.

Just over half of customers (55%) are of a White British ethnicity, significantly the single main ethnicity of customers. In total, nearly three quarters of customers (73%) are of a White ethnicity.

Less than one tenth of customers are of the ethnic groups represented by the next largest proportion of customers; Black ethnicity (8%) and Asian ethnicity (7%).

- *Customers aged 25-44 years old are those more likely to be of an Other ethnicity and those less likely to be of a White British ethnicity.*
- *London and UK residents are those more likely to be of a White British ethnicity and residents from abroad are those more likely to be of an Other ethnicity.*
- *Customers who visit at least weekly or less than weekly are those more likely to be of a White British ethnicity and customers who visit once or never are those more likely to be of an Other ethnicity.*
- *Workers are those who are more likely to be of a White British ethnicity and visitors are those who are more likely to be of an Other ethnicity.*
- *2012 customers are more likely to be of a White British ethnicity than 2009 customers, with 2009 customers more likely to be of an Other ethnicity.*

Table 3: Ethnicity of customers

| Ethnicity | Profile of customer | | | | | | | | | |
|-----------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|---------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | Lon-don | UK | Abr-oad |
| Sample base | (499) | (504) | (113) | (498) | (335) | (556) | (457) | (587) | (225) | (175) |
| White – British | 54% | 59% | 57% | 51% | 62% | 100% | 0% | 61% | 71% | 22% |
| Other ethnicity | 46% | 42% | 43% | 49% | 38% | 0% | 100% | 39% | 29% | 78% |

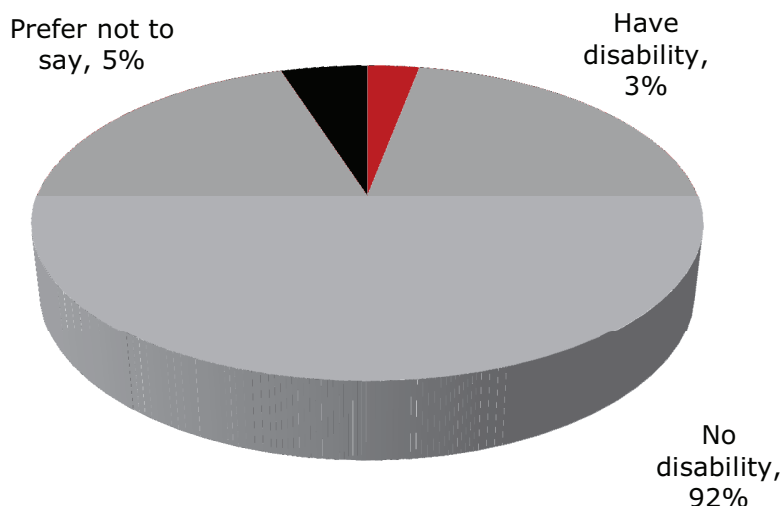
| Ethnicity | Profile of customer | | | | | | | | |
|-----------------|---------------------|------------|------------|------------|------------------|------------|----------|------------|------------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (352) | (294) | (203) | (138) | (499) | (378) | (99) | (1035) | (962) |
| White – British | 65% | 64% | 38% | 45% | 62% | 46% | 66% | 49% | 58% |
| Other ethnicity | 36% | 36% | 62% | 55% | 38% | 54% | 34% | 51% | 42% |

Sample base = as detailed, all customers who provided a response, single response

4. Whether customers have a disability

Just 3% of customers consider themselves to have a disability. 92% of customers consider themselves not to have a disability and 5% preferred not to state.

- Customers aged 25-44 years old are those less likely to have a disability, with customers aged 45+ years old those more likely to have a disability.
- Residents are those more likely to have a disability.

Chart 4: Whether customer considers they have a disability

Sample base = 1012, all customers who provided a response, single response

Table 4: Whether customers have a disability

| Disability | Profile of customer | | | | | | | | | |
|-------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (499) | (505) | (115) | (510) | (339) | (556) | (431) | (598) | (225) | (189) |
| Disability | 3% | 3% | 1% | 1% | 7% | 3% | 4% | 3% | 4% | 2% |
| No disability | 93% | 91% | 99% | 96% | 89% | 92% | 92% | 91% | 93% | 92% |
| Prefer not to say | 4% | 6% | 0% | 3% | 4% | 5% | 4% | 6% | 3% | 6% |

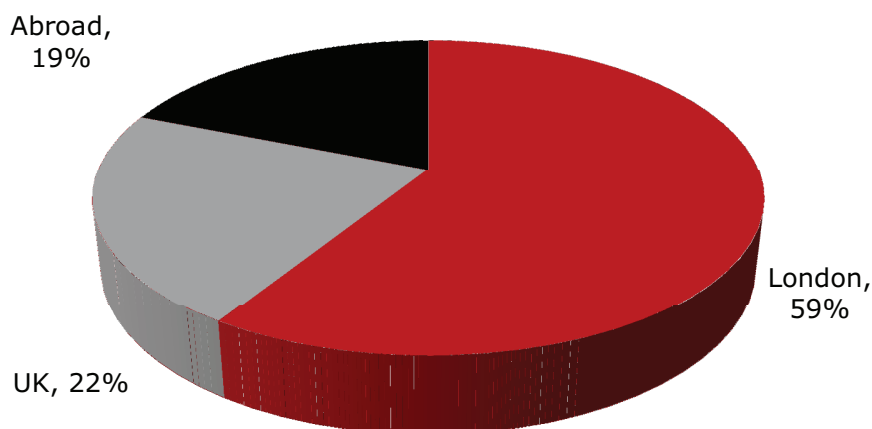
| Disability | Profile of customer | | | | | | | | |
|-------------------|---------------------|-------|-------|-------|------------------|-------|-----------|------------|--------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (361) | (296) | (216) | (139) | (504) | (393) | (104) | () | (1012) |
| Disability | 3% | 4% | 2% | 3% | 2% | 4% | 7% | NA | 3% |
| No disability | 91% | 92% | 92% | 94% | 95% | 91% | 79% | NA | 92% |
| Prefer not to say | 6% | 4% | 7% | 3% | 4% | 5% | 14% | NA | 5% |

Sample base = as detailed, all customers who provided a response, single response

5. Place of residence

Nearly three fifths of customers (59%) live in London, with just over one fifth of customers (22%) living elsewhere in the UK. Virtually one fifth of customers (19%) live abroad.

- Females are more likely to live abroad than males.
- Customers aged 45+ years old are those more likely to live in London and live in the UK, with customers aged 25-44 years old those less likely to live in the UK.
- Customers of a White British ethnicity are more likely to live in London and live in the UK than customers of an Other ethnicity, with customers of an Other ethnicity more likely to live abroad.
- Customers who visit at least weekly are those more likely to live in London and those less likely to live in the UK or abroad. Customers who visit less than weekly are those more likely to live in London and the UK and those less likely to live abroad. Customers who visit once are those less likely to live in London and the UK and those more likely to live abroad. Customers who never visit are those more likely to live in the UK and those less likely to live abroad.
- Workers are those more likely to live in London and the UK and those less likely to live abroad. Visitors are those less likely to live in London and those more likely to live abroad,
- 2012 customers are less likely to live in London than 2009 customers and are more likely to live in the UK.

Chart 5: Place of residence

Sample base = 1015, all customers, single response

Table 5: Place of residence

| Place of residence | Profile of customer | | | | | | | | | |
|--------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (499) | (506) | (115) | (510) | (339) | (556) | (431) | (598) | (226) | (191) |
| London | 61% | 58% | 64% | 61% | 54% | 64% | 53% | 100% | 0% | 0% |
| UK | 23% | 21% | 19% | 19% | 29% | 29% | 15% | 0% | 100% | 0% |
| Abroad | 16% | 21% | 17% | 19% | 17% | 7% | 32% | 0% | 0% | 100% |

| Place of residence | Profile of customer | | | | | | | | |
|--------------------|---------------------|-------|-------|-------|------------------|-------|----------|------------|--------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (361) | (297) | (217) | (140) | (505) | (395) | (104) | (1059) | (1015) |
| London | 86% | 65% | 8% | 53% | 74% | 27% | 100% | 65% | 59% |
| UK | 14% | 30% | 16% | 37% | 25% | 25% | 0% | 17% | 22% |
| Abroad | 0% | 4% | 76% | 10% | 1% | 47% | 0% | 18% | 19% |

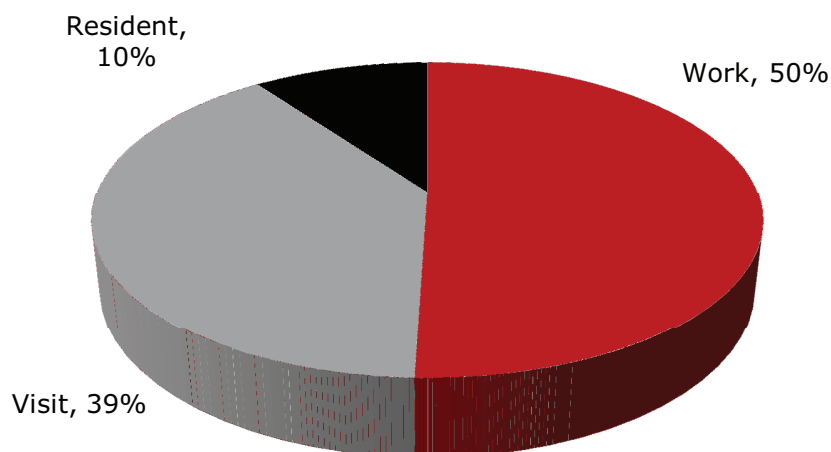
Sample base = as detailed, all customers who provided a response, single response

6. Main purpose of visit to the City of London

The main reason for visiting the City of London was to work, with half of customers (50%) stating work. Virtually two fifths of customers (39%) were in the City of London to visit and one tenth (10%) were residents.

- *Males are more likely than females to be working and females are more likely than males to be residents.*
- *Customers aged 25-44 years old are those more likely to be working and those less likely to be a resident.*
- *Customers of a White British ethnicity are more likely to be working and more likely to be a resident, with customers of an Other ethnicity being more likely to be visiting.*
- *London residents are those more likely to be working and a resident and those less likely to be visiting. UK residents are those more likely to be working. Residents from abroad are those more likely to be visiting and those less likely to be working.*
- *Customers who visit at least weekly, less often and never are those more likely to be working. Those who visit only once are those less likely to be working.*
- *Customers who visit only once are those more likely to be visiting, with those who visit at least weekly and never those less likely to be visiting.*
- *Customers who visit at least weekly are those more likely to be residents, with those who visit less often, once or never being those less likely to be residents.*
- *2012 customers are those more likely to be visitors and 2009 customers are those more likely to be residents.*

Chart 6: Main purpose of visit to the City of London



Sample base = 1004, all customers where response provided, single response

Table 6: Main purpose of visit to the City of London

| Purpose of visit | Profile of customer | | | | | | | | | |
|------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (496) | (498) | (114) | (505) | (334) | (548) | (428) | (587) | (226) | (191) |
| Work | 56% | 45% | 43% | 56% | 49% | 57% | 44% | 64% | 56% | 2% |
| Visit | 37% | 42% | 44% | 37% | 41% | 32% | 48% | 18% | 44% | 98% |
| Resident | 7% | 14% | 13% | 7% | 10% | 12% | 8% | 18% | 0% | 0% |

| Purpose of visit | Profile of customer | | | | | | | | |
|------------------|---------------------|------------|------------|------------|------------------|-------------|-------------|------------|------------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (357) | (290) | (217) | (140) | (505) | (395) | (104) | (1059) | (1015) |
| Work | 66% | 55% | 7% | 69% | 100% | 0% | 0% | 48% | 50% |
| Visit | 10% | 41% | 93% | 28% | 0% | 100% | 0% | 32% | 39% |
| Resident | 24% | 5% | 0% | 3% | 0% | 0% | 100% | 20% | 10% |

Sample base = as detailed, all customers who provided a response, single response

Section 2. Profile of visits to parks, gardens and churchyards

1. Frequency of use

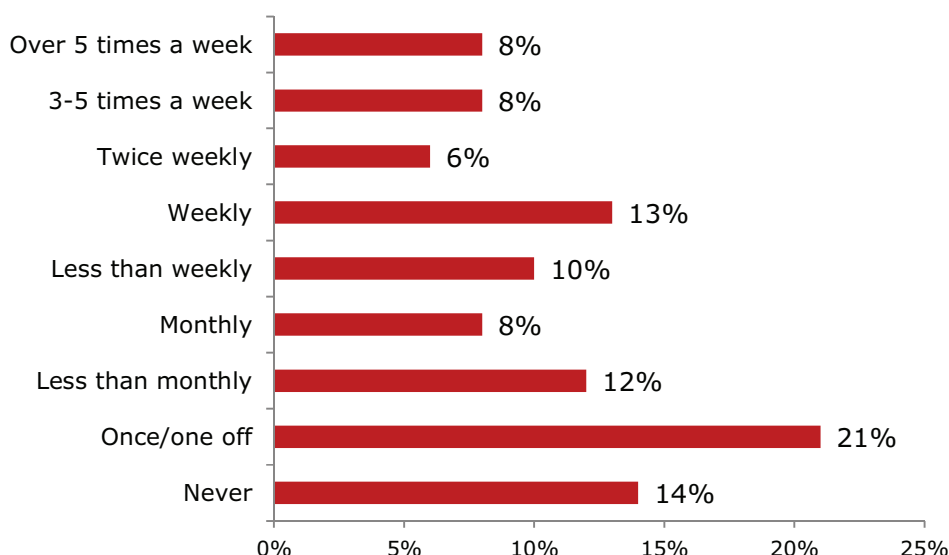
Nearly nine tenths of customers (86%) use or walk through the parks, gardens and churchyards in the City of London (including Bunhill Fields Burial Ground). Just over one tenth of customers (14%) never use or walk through the parks, gardens or churchyards.

Over one third of customers (36%) use the parks, gardens and churchyards on at least a weekly basis.

Just under one third of customers (29%) use the parks, gardens and churchyards less than weekly.

Just over one fifth of customers (21%) state they have only used the parks, gardens and churchyards on one occasion or that this is their only visit.

Chart 1: Frequency of use of parks, gardens and churchyards in the City of London



Sample base = 1015, all customers, single response

- *Females are more likely than males to use the open spaces monthly and males are more likely than females to never use the open spaces.*
- *Customers aged 25–44 years old are those more likely to use the open spaces monthly.*
- *Customers of a White British ethnicity are more likely to use the open spaces weekly and monthly, with customers of an Other ethnicity more likely to use them once or to never use them.*
- *London residents are those more likely to use the open spaces for all frequencies with the exception of only once or never. They are those less likely to use the open spaces either once or never.*
- *UK residents are those less likely to use the open spaces more than 5 times per week, weekly and on only one occasion. They are those more likely to use the open spaces less than monthly or never.*
- *Residents from abroad are those less likely to use any of the frequencies of visit with the exception of a one off visit where they are those more likely to do so. Residents from abroad are those less likely to say they never visit the open spaces.*
- *Workers are those more likely to use the open spaces for all occasions between 3-5 times per week and monthly. They are those less likely to use the open spaces monthly or only once. They are however also those more likely to never use the open spaces.*
- *Visitors are those less likely to use the open spaces for all frequencies from more than 5 times per week to less than weekly but more than monthly. They are those more likely to use the open spaces less than monthly and to use them once. They are those less likely to never use the open spaces.*
- *Residents are those more likely to use the open spaces for all frequencies from more than 5 times per week to weekly. They are those less likely to use the open spaces monthly or less than monthly. They are also those who are less likely to use the open spaces once or to never use them.*
- *2012 customers are less likely to use the open spaces for all frequencies from more than 5 times per week to less than weekly more than monthly. They are more likely than customers in 2009 to use the open spaces less than monthly or once.*

Table 1: Frequency of use of parks, gardens and churchyards in the City of London

| Frequency of use | Profile of customer | | | | | | | | | |
|--------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (499) | (506) | (115) | (510) | (339) | (556) | (431) | (598) | (226) | (191) |
| Over 5 times per week | 8% | 8% | 9% | 7% | 9% | 8% | 8% | 13% | 2% | 0% |
| 3-5 times per week | 9% | 7% | 6% | 9% | 7% | 9% | 7% | 11% | 6% | 0% |
| Twice weekly | 8% | 5% | 7% | 6% | 6% | 8% | 5% | 9% | 4% | 0% |
| Weekly | 13% | 14% | 14% | 13% | 14% | 16% | 10% | 19% | 9% | 0% |
| Less weekly more monthly | 9% | 10% | 7% | 11% | 9% | 11% | 8% | 12% | 9% | 1% |
| Monthly | 6% | 10% | 5% | 10% | 7% | 10% | 6% | 11% | 8% | 1% |
| Less than monthly | 10% | 12% | 17% | 11% | 12% | 13% | 10% | 10% | 22% | 5% |
| Once/one off | 20% | 23% | 22% | 21% | 20% | 14% | 29% | 3% | 16% | 86% |
| Never | 17% | 11% | 14% | 12% | 17% | 11% | 18% | 12% | 23% | 7% |

| Frequency of use | Profile of customer | | | | | | | | |
|--------------------------|---------------------|-------|-------|-------|------------------|-------|----------|------------|--------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (361) | (297) | (217) | (140) | (505) | (395) | (104) | (1056) | (1015) |
| Over 5 times per week | 23% | 0% | 0% | 0% | 9% | 2% | 32% | * | 8% |
| 3-5 times per week | 22% | 0% | 0% | 0% | 12% | 2% | 13% | * | 8% |
| Twice weekly | 18% | 0% | 0% | 0% | 8% | 1% | 16% | 14% | 6% |
| Weekly | 37% | 0% | 0% | 0% | 18% | 5% | 23% | 9% | 13% |
| Less weekly more monthly | 0% | 32% | 0% | 0% | 12% | 6% | 8% | 6% | 10% |
| Monthly | 0% | 28% | 0% | 0% | 11% | 7% | 1% | 7% | 8% |
| Less than monthly | 0% | 40% | 0% | 0% | 9% | 17% | 4% | 7% | 12% |
| Once/one off | 0% | 0% | 100% | 0% | 3% | 51% | 0% | 16% | 21% |
| Never | 0% | 0% | 0% | 100% | 19% | 10% | 4% | 14% | 14% |

Sample base = as detailed, all customers who provided a response, single response

*2009 combined data = 27%, 2012 combined data = 16%

2. Parks, gardens or churchyards visited

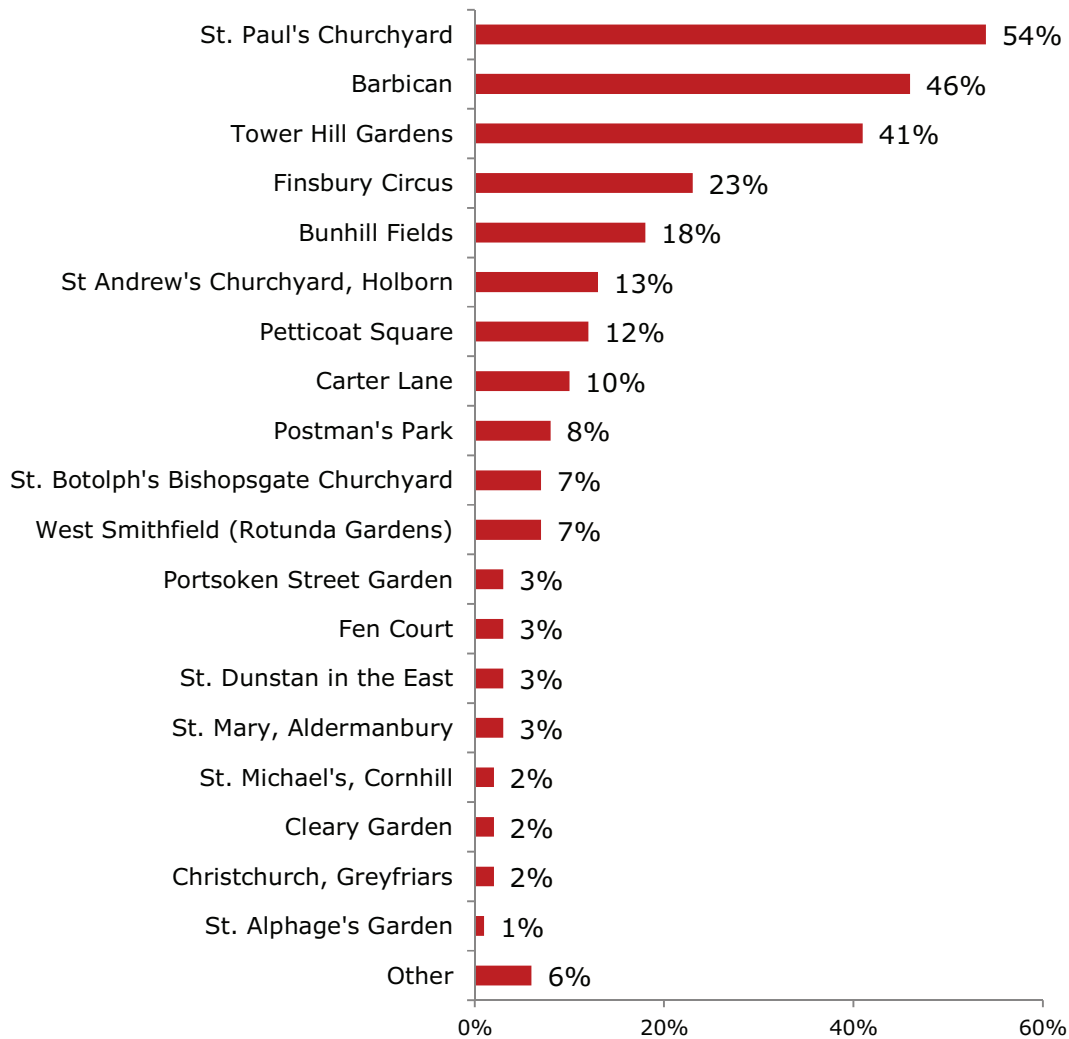
The three areas visited by the largest proportion of visitors to City of London's parks, gardens or open spaces are; St. Paul's Churchyard (54%), The Barbican (46%) and Tower Hill Gardens (41%).

Nearly one quarter of visitors visit Finsbury Circus (23%) and just under one fifth of visitors (18%) visit Bunhill Fields.

Just over one tenth of visitors visit St. Andrew's Churchyard, Holborn (13%) and Petticoat Square (12%), with one tenth (10%) visiting Carter Lane.

All of the other parks, gardens or churchyards are visited by less than one tenth of visitors.

Chart 2: Parks, gardens or churchyards usually visited



Sample base = 875, customers who visit and provided a response, multiple response

Other includes: Devonshire Square, Little Britain, Middlesex Street x18, Spitalfields x33, Parkhouse Walk, St. Brides

- *Males are more likely to visit Carter Lane than females. Females are more likely to visit another open space.*
- *Under 25 year olds are those less likely to visit St. Botolph's, Tower Hill Gardens and Bunhill Fields.*
- *25-44 year olds are those less likely to visit; Christchurch, Greyfriars, Carter Lane, Postman's Park, Cleary Garden, St. Michael's Cornhill, Finsbury Circus, Fen Court and Portsoken Street Garden.*
- *45+ year olds are those more likely to visit Christchurch, Greyfriars and Bunhill Fields and those less likely to visit Tower Hill Gardens.*
- *Customers of a White British ethnicity are more likely to visit the Barbican and Portsoken Street Garden, with customers of an Other ethnicity more likely to visit St. Michael's Cornhill.*
- *London residents are those more likely to visit; Carter Lane, Postman's Park, the Barbican, St. Mary Aldermanbury, Finsbury Circus, St. Dunstan in the East, St. Botolph's, Petticoat Square and other open spaces, and they are those less likely to visit Tower Hill Gardens.*
- *UK residents are those more likely to visit St. Andrew's Churchyard. They are those less likely to visit; St. Paul's Churchyard, Carter Lane, Postman's Park, the Barbican, St. Michael's Cornhill, Finsbury Circus, St. Botolph's, Fen Court, Petticoat Square and Bunhill Fields.*
- *Residents from abroad are those more likely to visit St. Paul's Churchyard, Christchurch, Greyfriars and Tower Hill Gardens. They are those less likely to visit St. Andrew's Churchyard or Carter Lane.*
- *Customers who visit at least weekly are those more likely to visit; St. Andrew's Churchyard, Carter Lane, Postman's Park, St. Alphage's Garden, Finsbury Circus, St. Dunstan in the East, St. Botolph's, Petticoat Square and Portsoken Street Gardens. They are those less likely to visit Tower Hill Gardens.*
- *Customers who visit less than weekly are those less likely to visit; St. Paul's Churchyard, Postman's Park, Cleary Garden, St. Mary, Aldermanbury, St. Alphage's Garden, Finsbury Circus, St. Botolph's, Fen Court, Portsoken Street Garden and Bunhill Fields. They are those more likely to have visited other open spaces.*
- *Customers who visit only once are those more likely to visit; St. Paul's Churchyard and Tower Hill Gardens. They are those less likely to visit; St. Andrew's Churchyard, Christchurch, Greyfriars, Carter Lane, Postman's Park, Finsbury Circus and other open spaces.*
- *Workers are those more likely to visit; St. Andrew's Churchyard. They are those less likely to visit; St. Paul's Churchyard, Cleary Garden, St. Alphage's Garden, St. Michael's Cornhill, St. Botolph's, Fen Court, Petticoat Square, Tower Hill Gardens, Bunhill Fields and other open spaces.*
- *Visitors are those more likely to visit; St. Paul's Churchyard and Tower Hill Gardens as well as other open spaces. They are those less likely to visit; St. Andrew's Churchyard, Postman's Park, the Barbican and Finsbury Circus.*

- Residents are those more likely to visit; St. Paul's Churchyard, Carter Lane, Postman's Park, the Barbican, Cleary Garden, St. Alphage's Garden, Finsbury Circus, St. Dunstan in the East, St. Botolph's, Fen Court, Petticoat Square, Portsoken Street Garden and Bunhill Fields.
- 2012 customers are more likely to visit; St. Andrew's Churchyard, St. Paul's Churchyard, the Barbican, Tower Hill Gardens and Portsoken Street Garden. 2009 customers are more likely to visit; West Smithfield, Christchurch, Greyfriars, Carter Lane, St. Michael's Cornhill and Petticoat Square.

Table 2: Parks, gardens or churchyards usually visited

| Places visited | Profile of customer | | | | | | | | | |
|--------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (416) | (451) | (99) | (447) | (280) | (494) | (355) | (524) | (174) | (177) |
| St. Andrew's Churchyard | 14% | 11% | 12% | 12% | 16% | 12% | 13% | 12% | 18% | 7% |
| West Smithfield | 8% | 7% | 5% | 7% | 9% | 8% | 7% | 8% | 5% | 9% |
| Christchurch, Greyfriars | 3% | 2% | 1% | 1% | 4% | 3% | 2% | 2% | 3% | 4% |
| St. Paul's Churchyard | 53% | 55% | 49% | 52% | 53% | 53% | 54% | 52% | 46% | 69% |
| Carter Lane | 13% | 8% | 8% | 7% | 12% | 12% | 8% | 14% | 3% | 6% |
| Postman's Park | 9% | 7% | 4% | 6% | 10% | 8% | 7% | 10% | 3% | 5% |
| Barbican | 46% | 47% | 37% | 44% | 46% | 50% | 40% | 51% | 39% | 41% |
| Cleary Garden | 2% | 1% | 1% | 0.2% | 3% | 2% | 1% | 2% | 1% | 1% |
| St. Mary, Aldermanbury | 3% | 2% | 2% | 3% | 3% | 2% | 3% | 4% | 1% | 3% |
| St. Alphage's Garden | 1% | 1% | 0% | 1% | 1% | 1% | 1% | 1% | 0% | 1% |
| St. Michael's Cornhill | 1% | 2% | 1% | 1% | 2% | 1% | 3% | 2% | 0% | 1% |
| Finsbury Circus | 25% | 21% | 19% | 20% | 24% | 24% | 19% | 28% | 9% | 19% |
| St. Dunstan in the East | 4% | 2% | 2% | 3% | 4% | 3% | 3% | 4% | 2% | 3% |
| St. Botolph's | 8% | 7% | 2% | 6% | 8% | 6% | 8% | 9% | 2% | 7% |
| Fen Court | 2% | 3% | 3% | 1% | 3% | 3% | 3% | 3% | 0% | 5% |
| Petticoat Square | 13% | 12% | 10% | 11% | 12% | 11% | 12% | 14% | 6% | 15% |
| Tower Hill Gardens | 41% | 41% | 30% | 42% | 36% | 43% | 37% | 38% | 36% | 54% |
| Portsoken Street Garden | 3% | 3% | 2% | 1% | 4% | 3% | 1% | 3% | 1% | 3% |
| Bunhill Fields | 18% | 18% | 9% | 17% | 23% | 17% | 18% | 19% | 10% | 22% |
| Other | 4% | 8% | 8% | 7% | 5% | 6% | 8% | 7% | 6% | 5% |

Table 2: Parks, gardens or churchyards usually visited (continued)

| Places visited | Profile of customer | | | | | | | |
|--------------------------|---------------------|-------------|------------|------------------|------------|------------|------------|------------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (361) | (297) | (217) | (408) | (356) | (100) | (912) | (875) |
| St. Andrew's Churchyard | 17% | 10% | 8% | 16% | 9% | 10% | 6% | 13% |
| West Smithfield | 9% | 6% | 7% | 6% | 9% | 8% | 14% | 7% |
| Christchurch, Greyfriars | 3% | 1% | 4% | 2% | 3% | 2% | 4% | 2% |
| St. Paul's Churchyard | 53% | 47% | 65% | 47% | 60% | 66% | 43% | 54% |
| Carter Lane | 14% | 8% | 6% | 9% | 8% | 24% | 18% | 10% |
| Postman's Park | 12% | 5% | 4% | 7% | 5% | 21% | 4% | 8% |
| Barbican | 49% | 47% | 41% | 45% | 41% | 74% | 24% | 46% |
| Cleary Garden | 3% | 0.3% | 1% | 1% | 1% | 5% | 1% | 2% |
| St. Mary, Aldermanbury | 4% | 1% | 3% | 2% | 3% | 5% | 3% | 3% |
| St. Alphage's Garden | 2% | 0% | 1% | 0.2% | 1% | 3% | 1% | 1% |
| St. Michael's Cornhill | 3% | 1% | 1% | 1% | 2% | 3% | 10% | 2% |
| Finsbury Circus | 31% | 17% | 17% | 21% | 17% | 48% | 46% | 23% |
| St. Dunstan in the East | 5% | 2% | 3% | 3% | 3% | 10% | 2% | 3% |
| St. Botolph's | 11% | 3% | 7% | 5% | 6% | 19% | 7% | 7% |
| Fen Court | 4% | 1% | 4% | 1% | 3% | 9% | 4% | 3% |
| Petticoat Square | 15% | 9% | 12% | 7% | 12% | 34% | 18% | 12% |
| Tower Hill Gardens | 37% | 37% | 52% | 34% | 46% | 50% | 18% | 41% |
| Portsoken Street Garden | 5% | 1% | 2% | 2% | 2% | 10% | 1% | 3% |
| Bunhill Fields | 21% | 13% | 18% | 14% | 17% | 34% | 16% | 18% |
| Other | 7% | 9% | 2% | 2% | 11% | 9% | * | 6% |

Sample base = as detailed, customers who visit and provided a response, multiple response

*=Not reported

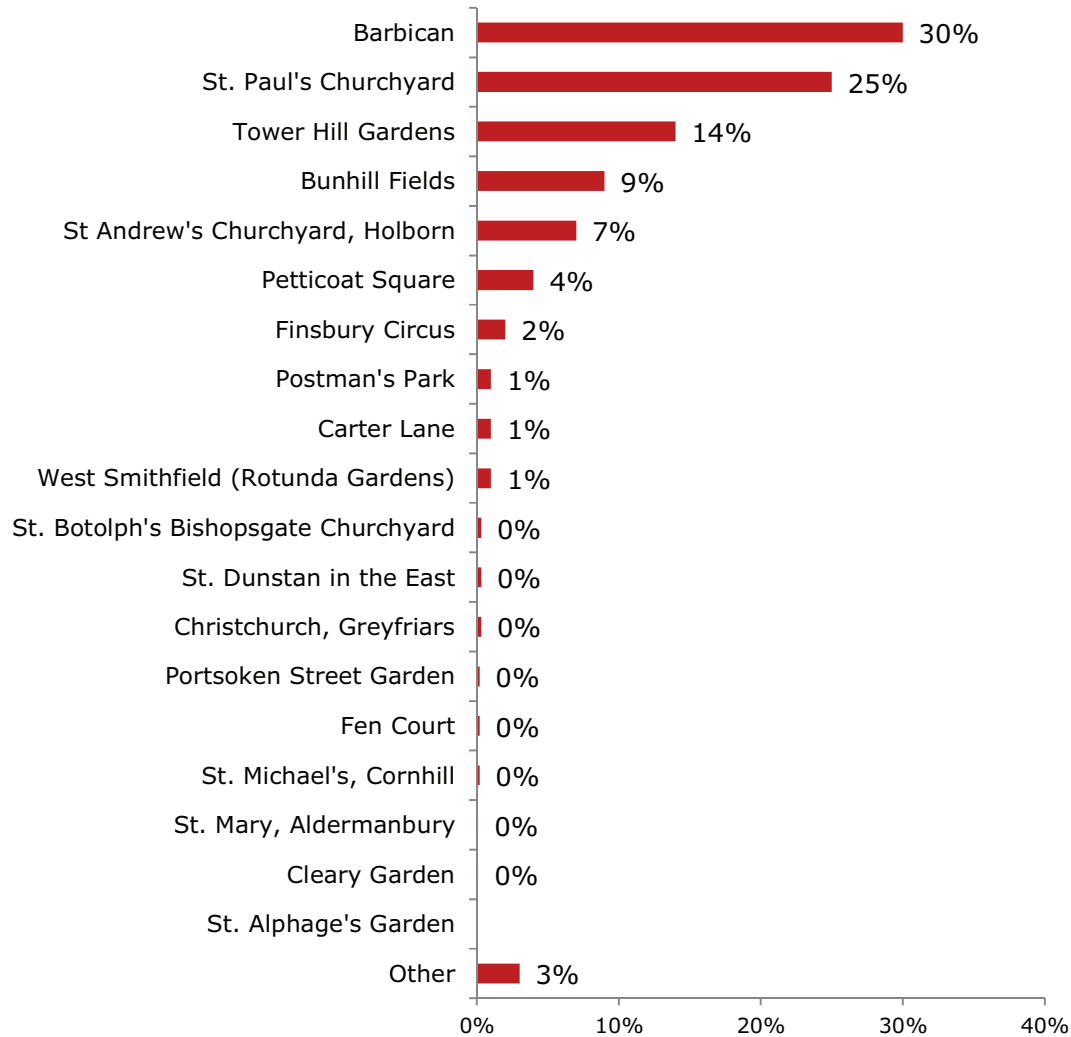
3. Park, garden or churchyard most visited

The two parks, gardens or churchyards which are most visited in the City of London are the Barbican (30%) and St. Paul's Churchyard (25%).

Over one tenth of visitors (14%) visit Tower Hill Gardens. Less than one tenth of visitors most visit Bunhill Fields (9%) or St. Andrew's Churchyard, Holborn (7%).

All other parks, gardens or churchyards are most visited by less than 5% of visitors.

Chart 3: Park, garden or churchyard most visited



*Sample base = 863, all visitors who provided a response, single response
Other includes: Middlesex Street x 10, Spitalfields x16, St Brides*

- *Males are more likely to most visit Carter Lane, St. Michael's Cornhill, St. Dunstan in the East and Portsoken Street Garden, than females.*
- *Under 25 year olds are those more likely to most visit Fen Court and those less likely to most visit the Barbican.*
- *25-44 year olds are those more likely to most visit; the Barbican, Finsbury Circus and St. Dunstan in the East.*
- *45+ year olds are those more likely to most visit West Smithfield and Carter Lane.*
- *Customers of a White British ethnicity are more likely to most visit Christchurch, Greyfriars and the Barbican than customers of an Other ethnicity. Customers of an Other ethnicity are more likely to most visit another open space.*
- *London residents are those more likely to most visit; West Smithfield, the Barbican, Finsbury Circus, St. Dunstan in the East and St. Botolph's. They are those less likely to most visit St. Paul's Churchyard.*
- *UK residents are those more likely to most visit Tower Hill Gardens and those less likely to most visit the Barbican.*
- *Residents from abroad are those more likely to most visit St. Paul's Churchyard and St. Michael's Cornhill.*
- *Customers who visit at least weekly are those more likely to most visit St. Andrew's Churchyard, St. Dunstan in the East and St. Botolph's. They are those less likely to most visit St. Paul's Churchyard.*
- *Customers who visit less than weekly are those more likely to most visit; West Smithfield, Christchurch, Greyfriars and another open space and they are those less likely to most visit St. Andrew's Churchyard.*
- *Customers who visit only once are those more likely to most visit St. Paul's Churchyard, Christchurch, Greyfriars and St. Michael's Cornhill.*
- *Workers are those more likely to most visit St. Andrew's Churchyard, Finsbury Circus, St. Dunstan in the East and Portsoken Street Garden. They are those less likely to most visit another open space.*
- *Visitors are those more likely to most visit; West Smithfield, Christchurch, Greyfriars, St. Paul's Churchyard, Carter Lane and another open space. They are those less likely to most visit St. Andrew's Churchyard and the Barbican.*
- *Residents are those more likely to most visit the Barbican and St. Botolph's and are those less likely to most visit St. Andrew's Churchyard, St. Paul's Churchyard or Tower Hill Gardens.*

- 2012 customers are more likely to most visit; St. Andrew's Churchyard, St. Paul's Churchyard, the Barbican and Tower Hill Gardens than 2009 customers. 2009 customers are more likely to most visit; West Smithfield, Carter Lane, St. Michael's Cornhill, Finsbury Circus, Petticoat Square and Bunhill Fields.

Table 3: Park, garden or churchyard most visited

| Place most visited | Profile of customer | | | | | | | | | |
|--------------------------|---------------------|-------------|------------|------------|-----------|---------------|------------|------------|------------|------------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (410) | (446) | (97) | (446) | (273) | (486) | (352) | (517) | (171) | (175) |
| St. Andrew's Churchyard | 9% | 6% | 9% | 7% | 9% | 8% | 7% | 8% | 9% | 5% |
| West Smithfield | 1% | 2% | 1% | 1% | 2% | 1% | 2% | 2% | 1% | 1% |
| Christchurch, Greyfriars | 0% | 0.4% | 1% | 0.4% | 0% | 1% | 0% | 0.2% | 1% | 0% |
| St. Paul's Churchyard | 23% | 27% | 32% | 25% | 24% | 23% | 29% | 21% | 29% | 34% |
| Carter Lane | 2% | 0.4% | 0% | 1% | 2% | 1% | 1% | 1% | 2% | 2% |
| Postman's Park | 1% | 1% | 0% | 1% | 1% | 1% | 1% | 1% | 0% | 1% |
| Barbican | 29% | 31% | 21% | 27% | 31% | 34% | 24% | 34% | 22% | 26% |
| Cleary Garden | 0% | 0.2% | 0% | 0% | 0.4% | 0.2% | 0% | 0.2% | 0% | 0% |
| St. Mary, Aldermanbury | 0.2% | 0% | 0% | 0.2% | 0% | 0% | 0.3% | 0.2% | 0% | 0% |
| St. Alphage's Garden | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| St. Michael's Cornhill | 1% | 0% | 0% | 0.2% | 0.4% | 0.2% | 0.3% | 0.2% | 0% | 1% |
| Finsbury Circus | 3% | 2% | 3% | 3% | 2% | 2% | 3% | 3% | 2% | 1% |
| St. Dunstan in the East | 1% | 0% | 0% | 1% | 0% | 0.2% | 1% | 1% | 0% | 0% |
| St. Botolph's | 1% | 0.2% | 0% | 0.4% | 0.4% | 0.4% | 0.3% | 1% | 0% | 0% |
| Fen Court | 0.2% | 0.2% | 2% | 0% | 0% | 0% | 1% | 0% | 0% | 0% |
| Petticoat Square | 4% | 4% | 5% | 5% | 3% | 3% | 5% | 4% | 4% | 3% |
| Tower Hill Gardens | 15% | 13% | 18% | 16% | 13% | 16% | 12% | 13% | 19% | 13% |
| Portsooken Street Garden | 1% | 0% | 0% | 0.2% | 0.4% | 0.4% | 0% | 0.4% | 0% | 0% |
| Bunhill Fields | 8% | 9% | 5% | 9% | 11% | 8% | 10% | 8% | 8% | 11% |
| Other | 2% | 4% | 3% | 4% | 2% | 2% | 5% | 3% | 4% | 4% |

Table 3: Park, garden or churchyard most visited (continued)

| Place most visited | Profile of customer | | | | | | | |
|--------------------------|---------------------|-----------|------------|------------------|------------|------------|-------------|-------------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (358) | (294) | (211) | (406) | (347) | (99) | (904) | (863) |
| St. Andrew's Churchyard | 11% | 4% | 6% | 12% | 4% | 1% | 0.3% | 7% |
| West Smithfield | 1% | 2% | 1% | 1% | 2% | 0% | 8% | 1% |
| Christchurch, Greyfriars | 0% | 1% | 1% | 0.2% | 1% | 0% | 0.4% | 0.3% |
| St. Paul's Churchyard | 20% | 26% | 33% | 23% | 31% | 13% | 19% | 25% |
| Carter Lane | 1% | 1% | 2% | 1% | 2% | 0% | 6% | 1% |
| Postman's Park | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% |
| Barbican | 32% | 30% | 28% | 30% | 24% | 56% | 4% | 30% |
| Cleary Garden | 0.3% | 0% | 0% | 0% | 0.3% | 0% | 0.2% | 0.1% |
| St. Mary, Aldermanbury | 0% | 0.3% | 0% | 0% | 0.3% | 0% | 0.1% | 0.1% |
| St. Alphage's Garden | 0% | 0% | 0% | 0% | 0% | 0% | 0.2% | 0% |
| St. Michael's Cornhill | 0% | 0.3% | 1% | 0.2% | 0.3% | 0% | 6% | 0.2% |
| Finsbury Circus | 3% | 2% | 1% | 3% | 1% | 2% | 26% | 2% |
| St. Dunstan in the East | 1% | 0% | 0% | 1% | 0% | 0% | 0.2% | 0.3% |
| St. Botolph's | 1% | 0.3% | 0% | 0.2% | 0% | 2% | 1% | 0.3% |
| Fen Court | 0.3% | 0.3% | 0% | 0.2% | 0% | 1% | 0.2% | 0.2% |
| Petticoat Square | 4% | 4% | 3% | 4% | 3% | 6% | 11% | 4% |
| Tower Hill Gardens | 14% | 14% | 15% | 16% | 14% | 5% | 3% | 14% |
| Portsoken Street Garden | 0.3% | 0.3% | 0% | 1% | 0% | 0% | 0.2% | 0.2% |
| Bunhill Fields | 8% | 9% | 10% | 7% | 10% | 9% | 12% | 9% |
| Other | 3% | 5% | 1% | 1% | 6% | 4% | * | 3% |

Sample base = as detailed, customers who visit and provided a response, single response

*=not recorded

4. Main time of visit

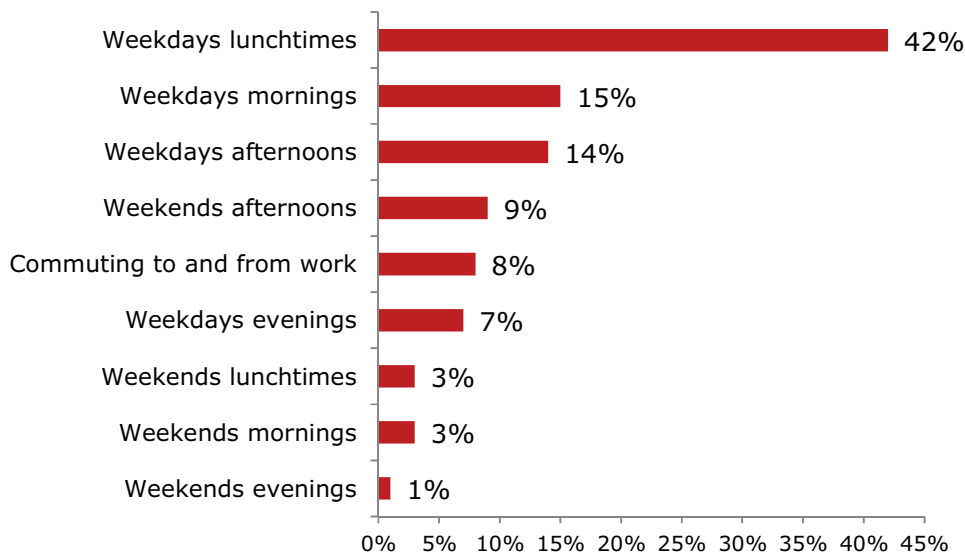
Significantly the main time of visiting parks, gardens or churchyards in the City of London is weekday lunchtimes, with just over two fifths of visitors (42%) specifying this as the main time of their visit.

The proportions of visitors who specify weekday mornings (15%) and weekday afternoons (14%) are very similar. 7% visit weekday evenings.

Nearly one tenth of visitors (8%) specify commuting to and from work as the main time they visit parks, gardens or churchyards in the City of London.

Nearly one tenth of visitors (9%) specify weekend afternoons, with 3% stating weekend lunchtimes, 3% weekend mornings and 1% weekend evenings.

In fact nearly nine tenths of visitors (85%) specify a weekday time (including commuting) over a weekend time (15%) as the main time for their visit.

Chart 4: Main time of visit to parks, gardens or churchyards

Sample base = 875, all visitors who provided a response, single response

- 25-44 year olds are those less likely to visit weekday afternoons and weekend evenings. 45+ year olds are those more likely to visit weekday afternoons and are less likely to visit in weekday evenings and weekend afternoons.
- Customers of a White British ethnicity are more likely to visit weekday lunchtimes than those of an Other ethnicity. Customers of an Other ethnicity are more likely to visit; weekday mornings, weekday afternoons and weekend afternoons.
- London residents are those more likely to visit; weekday lunchtimes, weekday evenings and commuting to and from work. They are those less likely to visit; weekday afternoons, weekend lunchtimes, weekend afternoons and weekend evenings.
- Residents from abroad are those more likely to visit; weekday mornings, weekday afternoons and weekend afternoons. They are those less likely to visit; weekday lunchtimes, weekday evenings and commuting to and from work.
- Customers who visit at least weekly are those more likely to visit; weekday lunchtimes and commuting to and from work. They are those less likely to visit weekend afternoons. Customers who visit less than weekly are those more likely to visit weekend afternoons and those less likely to visit weekday mornings.
- Customers who visit only once are those more likely to visit; weekday mornings, weekday afternoons, weekend lunchtimes and weekend afternoons. They are those less likely to visit; weekday lunchtimes, weekday evenings and commuting to and from work.
- Workers are those more likely to visit; weekday lunchtimes and commuting to and from work. They are those less likely to visit; weekday mornings, weekday afternoons, weekend mornings, weekend afternoons and weekend evenings.

- *Visitors are those more likely to visit; weekday mornings, weekday afternoons, weekend lunchtimes and weekend afternoons. They are those less likely to visit; weekday lunchtimes, weekday evenings and commuting to and from work.*
- *Residents are those more likely to visit weekday evenings and they are those less likely to visit weekday lunchtimes.*
- *2012 customers are more likely to visit; weekday mornings, weekday evenings and commuting to and from work than 2009 customers. 2009 customers are more likely to visit; weekend lunchtimes, weekend afternoons and weekend evenings.*

Table 4: Main time of visit to parks, gardens or churchyards

| Main time of visit | Profile of customer | | | | | | | | | |
|-----------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (416) | (451) | (99) | (447) | (280) | (494) | (355) | (524) | (174) | (177) |
| Weekdays mornings | 16% | 15% | 15% | 13% | 18% | 13% | 18% | 14% | 12% | 23% |
| Weekdays lunchtimes | 44% | 40% | 36% | 45% | 40% | 47% | 35% | 45% | 47% | 26% |
| Weekdays afternoons | 14% | 15% | 16% | 10% | 17% | 12% | 17% | 12% | 11% | 23% |
| Weekdays evenings | 7% | 7% | 8% | 8% | 4% | 8% | 5% | 9% | 5% | 3% |
| Commuting to and from | 8% | 7% | 5% | 8% | 9% | 9% | 7% | 10% | 8% | 1% |
| Weekends mornings | 2% | 3% | 1% | 3% | 3% | 2% | 3% | 3% | 1% | 4% |
| Weekends lunchtimes | 3% | 3% | 3% | 3% | 3% | 2% | 4% | 2% | 4% | 5% |
| Weekends afternoons | 7% | 10% | 13% | 10% | 6% | 7% | 12% | 6% | 10% | 15% |
| Weekends evenings | 0.2% | 1% | 2% | 0.2% | 1% | 1% | 1% | 0.2% | 1% | 1% |

| Main time of visit | Profile of customer | | | | | | | |
|-----------------------|---------------------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (361) | (297) | (217) | (408) | (356) | (100) | (893) | (875) |
| Weekdays mornings | 15% | 9% | 23% | 9% | 22% | 17% | 4% | 15% |
| Weekdays lunchtimes | 48% | 42% | 30% | 58% | 28% | 25% | 41% | 42% |
| Weekdays afternoons | 10% | 14% | 21% | 7% | 20% | 14% | 16% | 14% |
| Weekdays evenings | 8% | 7% | 4% | 8% | 3% | 16% | 5% | 7% |
| Commuting to and from | 13% | 6% | 1% | 12% | 1% | 12% | 5% | 8% |
| Weekends mornings | 2% | 4% | 2% | 1% | 4% | 5% | 4% | 3% |
| Weekends lunchtimes | 2% | 3% | 5% | 2% | 5% | 1% | 11% | 3% |
| Weekends afternoons | 3% | 14% | 12% | 3% | 16% | 9% | 12% | 9% |
| Weekends evenings | 0.3% | 0.3% | 1% | 0% | 1% | 1% | 3% | 1% |

Sample base = as detailed, customers who visit and provided a response, single response

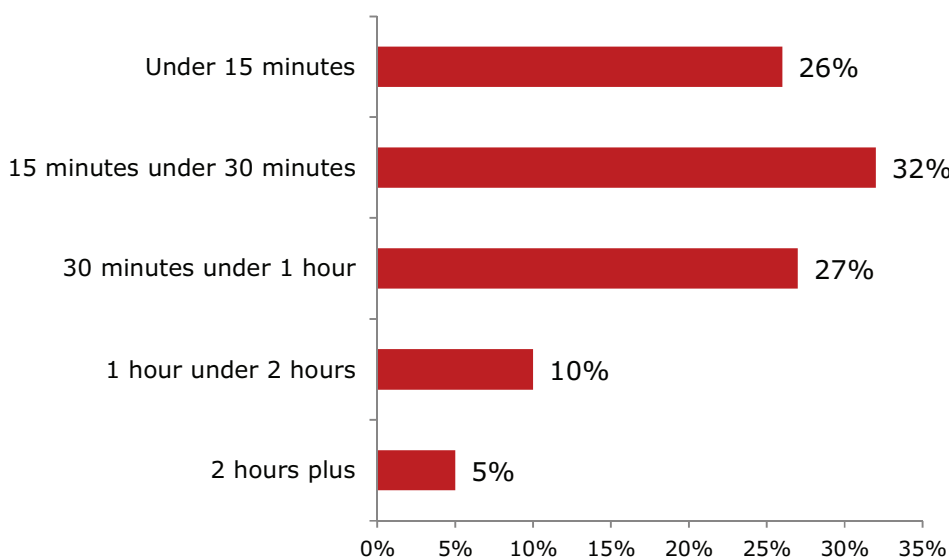
5. Average length of visit to parks, gardens and churchyards

Nearly three fifths of visitors (58%) on average spend under 30 minutes in the parks, gardens and churchyards in the City of London, with just over one quarter (26%) spending under 15 minutes and nearly one third (32%) spending between 15 minutes and up to 30 minutes.

Just over two fifths of visitors (42%) spend at least 30 minutes in the City of London's parks, gardens and churchyards on average, with 27% spending between 30 minutes and under 1 hour, 10% spending 1 hour and up to 2 hours and 5% spending on average 2 hours plus.

- *Females are more likely to spend between 1 and 2 hours visiting than are males.*
- *25-44 year olds are those less likely to spend 1-2 hours in the open spaces.*
- *UK residents are those more likely to spend under 15 minutes in the open spaces, with residents from abroad those less likely to spend under 15 minutes visiting open spaces.*
- *Workers are those more likely to spend under 15 minutes and 15-30 minutes in the open spaces. They are those less likely to spend 1-2 hours and 2 hours plus visiting open spaces.*
- *Residents are those less likely to spend 15-30 minutes and are those more likely to spend 1-2 hours and 2 hours plus in the open spaces.*
- *2012 customers are more likely to spend under 30 minutes in the open spaces than 2009 customers. 2009 customers are more likely to spend 30 minutes-1 hour, 1-2 hours and 2 hours plus visiting open spaces than are 2009 customers.*

Chart 5: Average length of visit to parks, gardens and churchyards



Sample base = 836, all visitors who provided a response, single response

Table 5: Average length of visit to parks, gardens or churchyards

| Average length of visit | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (399) | (429) | (96) | (429) | (263) | (472) | (338) | (501) | (164) | (171) |
| Less Than 15 minutes | 29% | 24% | 29% | 27% | 27% | 27% | 25% | 27% | 33% | 18% |
| 15 minutes under 30 minutes | 33% | 32% | 30% | 33% | 32% | 35% | 29% | 33% | 27% | 35% |
| 30 minutes under 1 hour | 28% | 26% | 28% | 28% | 27% | 25% | 30% | 25% | 29% | 30% |
| 1 hour under 2 hours | 6% | 14% | 10% | 7% | 10% | 10% | 10% | 11% | 7% | 13% |
| 2 hours plus | 5% | 4% | 2% | 5% | 4% | 4% | 6% | 5% | 4% | 4% |

| Average length of visit | Profile of customer | | | | | | | |
|-----------------------------|---------------------|-------|-------|------------------|-------|------------|------------|------------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (346) | (281) | (209) | (389) | (340) | (98) | (907) | (836) |
| Less Than 15 minutes | 29% | 24% | 24% | 30% | 25% | 19% | * | 26% |
| 15 minutes under 30 minutes | 31% | 31% | 35% | 38% | 30% | 17% | * | 32% |
| 30 minutes under 1 hour | 24% | 30% | 27% | 26% | 28% | 21% | 34% | 27% |
| 1 hour under 2 hours | 11% | 10% | 10% | 5% | 11% | 31% | 29% | 10% |
| 2 hours plus | 5% | 5% | 4% | 2% | 6% | 11% | 8% | 5% |

Sample base = as detailed, customers who visit and provided a response, single response

*2009 = 29% under half hour, 2012 = 58%

6. Reasons for visiting parks, gardens and churchyards

Relaxation is the main reason for visiting parks, gardens and churchyards in the City of London, with nearly three quarters of visitors (72%) stating this purpose.

The second main reason for visiting is just passing through, with this purpose stated by half of visitors (50%).

Just over one third of visitors (35%) state meeting friends as a purpose of their visits to parks, gardens and churchyards in the City of London.

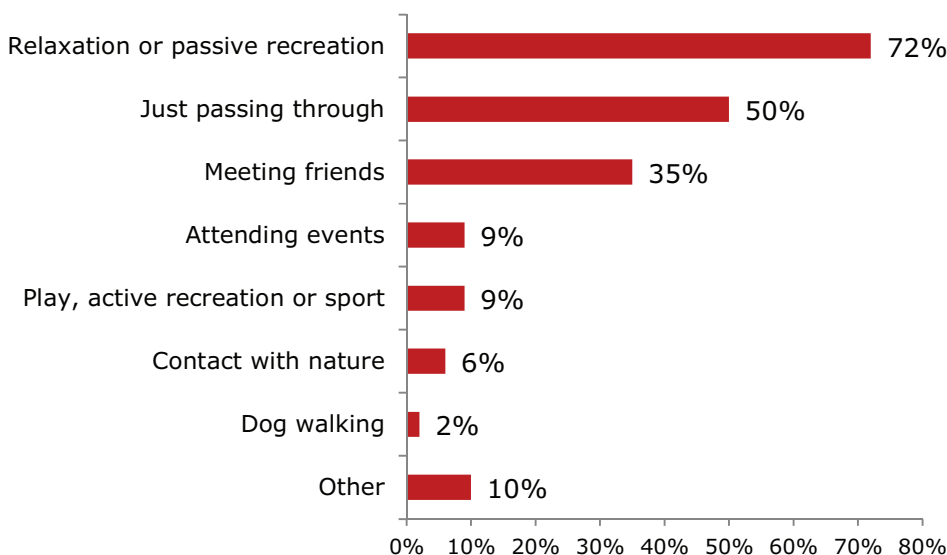
Just under one tenth of visitors identified attending events (9%) and play, active recreation or sport (9%) as a purpose of their visits.

6% of visitors identify contact with nature and 2% identify dog walking.

- Females are more likely than males to visit in order to attend events and meet friends.
- Under 25 year olds are those less likely to attend for relaxation or passive recreation or to attend events. 25-44 year olds are those less likely to visit to play active games, for contact with nature or to attend events. 45+ year olds are those more likely to visit to dog walk.

- *Customers of a White British ethnicity are more likely to be passing through or dog walking, with customers of an Other ethnicity more likely to be visiting for another purpose.*
- *London residents are those more likely to be visiting in order to; dog walk, have contact with nature, attend events and meet friends. UK residents are those less likely to visit in order to; active play, pass through, dog walk, attend events or meet friends. Residents from abroad are those more likely to be visiting for another purpose.*
- *Visitors who visit at least weekly are those more likely to be; passing through, dog walking, having contact with nature and attending events. Visitors who visit less than weekly are those less likely to be; active playing, passing through, having contact with nature or attending events. Visitors who visit only once are more likely to be passing through or for another reason and are those less likely to be having contact with nature.*
- *Workers are those less likely to be; having active play, passing through, dog walking or attending events. Visitors are those less likely to be visiting for relaxation or passive recreation, having contact with nature, attending events or meeting friends. Residents are those more likely to be visiting for; relaxation or passive recreation, active play or sport, passing through, dog walking, having contact with nature, attending events and meeting friends.*
- *Customers in 2012 are more likely to be visiting for; active sport, passing through and meeting friends and attending events. They are less likely than customers in 2009 to be; dog walking or having contact with nature.*

Chart 6: Reasons for visiting parks, gardens and churchyards



Sample base = 871, all visitors who provided a response, multiple response

Table 6: Reasons for visiting parks, gardens or churchyards

| Reasons for visits | Profile of customer | | | | | | | | | |
|---------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (413) | (450) | (99) | (445) | (278) | (490) | (355) | (521) | (173) | (177) |
| Relaxation, passive | 72% | 72% | 63% | 74% | 68% | 71% | 72% | 73% | 67% | 72% |
| Play, active, sport | 8% | 9% | 7% | 7% | 9% | 8% | 8% | 9% | 5% | 10% |
| Passing through | 48% | 52% | 42% | 47% | 54% | 53% | 45% | 50% | 43% | 55% |
| Dog walking | 2% | 3% | 1% | 2% | 4% | 3% | 1% | 4% | 0% | 1% |
| Contact with nature | 5% | 7% | 4% | 4% | 8% | 7% | 5% | 8% | 5% | 3% |
| Attending events | 6% | 11% | 3% | 6% | 9% | 9% | 6% | 11% | 5% | 7% |
| Meeting friends | 31% | 40% | 35% | 33% | 34% | 37% | 31% | 39% | 24% | 36% |
| Other | 10% | 9% | 12% | 9% | 10% | 8% | 13% | 9% | 9% | 14% |

| Reasons for visits | Profile of customer | | | | | | | |
|---------------------|---------------------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (360) | (295) | (216) | (407) | (354) | (99) | (908) | (871) |
| Relaxation, passive | 75% | 70% | 68% | 72% | 67% | 84% | 75% | 72% |
| Play, active, sport | 10% | 6% | 8% | 5% | 7% | 26% | 6% | 9% |
| Passing through | 54% | 42% | 56% | 46% | 50% | 71% | 36% | 50% |
| Dog walking | 4% | 1% | 1% | 0% | 1% | 13% | 4% | 2% |
| Contact with nature | 11% | 2% | 3% | 5% | 3% | 25% | 27% | 6% |
| Attending events | 13% | 5% | 6% | 5% | 5% | 37% | 5% | 9% |
| Meeting friends | 38% | 35% | 32% | 36% | 29% | 58% | 27% | 35% |
| Other | 9% | 11% | 12% | 10% | 11% | 6% | 9% | 10% |

Sample base = as detailed, customers who visit and provided a response, multiple response

Other includes:

- Asking advice
- Eating, drinking, shopping
- Cigarette break
- Come with children
- Cup of tea
- Drawing wildlife
- Drinks, eats, socialising
- Drop off
- Eat sandwiches
- Escorting groups
- Feeding the pigeons
- Looking around x2
- Looking at historic churches
- Looking at historical places
- Looking at historical sites
- Looking at history in Britain
- Looking at the area's history
- Looking at things x2
- Looking for a grave
- Looking in London sites
- Lunch x31
- Market
- Meeting point x7
- Meetings
- Outings, plays
- Passing time
- Photos
- Restaurants nr Liverpool Street Station
- Seeing attractions nearby
- Shopping
- Sightseeing x2
- Sightseeing in London
- Socialising x3
- Studying
- To uplift spirits
- Touring
- Work x6.

7. Main reason for visiting parks, gardens and churchyards

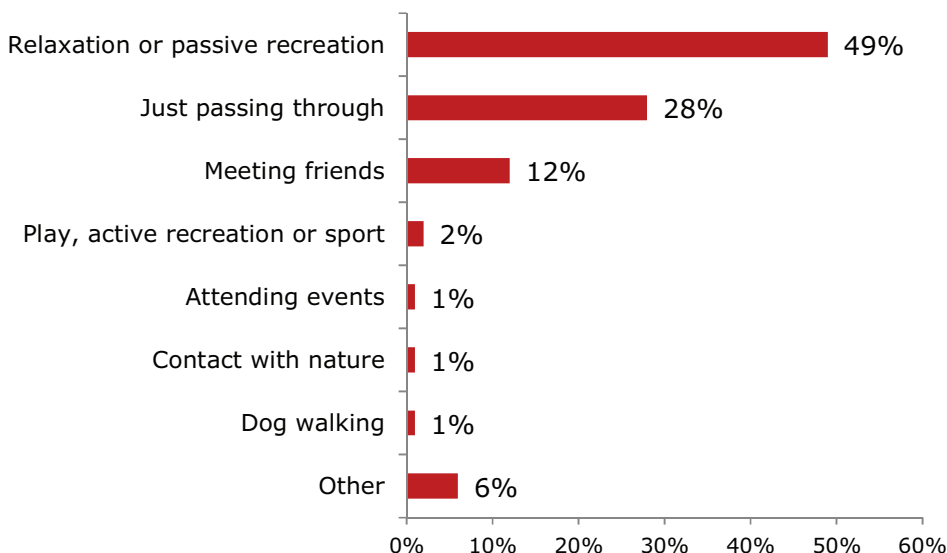
The single main reason for visiting parks, gardens or churchyards in the City of London is for relaxation, with this the main reason for visiting stated by virtually half of visitors (49%).

Just over one quarter of visitors (28%) state their main purpose of visit to be passing through.

Just over one tenth of visitors (12%) state meeting friends as the main purpose of their visit.

- *Under 25 year olds are those more likely to have active play or sport as the main reason for visiting. 25-44 year olds are those less likely to have active play or sport as the main reason for visiting. 45+ year olds are those more likely to have; dog walking, contact with nature and attending events as their main reason.*
- *Customers of a White British ethnicity are more likely to be visiting friends as their main reason with customers of an Other ethnicity more likely to be visiting for another reason.*
- *Customers who visit at least weekly are those more likely to have dog walking or contact with nature as their main purpose. Customers who visit less often are those more likely to have meeting friends and those less likely to have dog walking as their main reason for visit.*
- *Workers are those more likely to be meeting friends as their main purpose and they are those less likely to have; active play or sport, contact with nature or dog walking as their main purpose of visit. Residents are those more likely to have dog walking and attending events as their main purpose and those less likely to have meeting friends.*
- *2012 customers are more likely to have passing through and meeting friends as their main purpose, and they are less likely to have relaxation, passive recreation or contact with nature as their main purpose for visiting when compared with 2009 customers.*

Chart 7: Main reason for visiting parks, gardens or churchyards



Sample base = 860, all visitors who provided a response, single response

Other includes:

- Asking advice
- Cigarette break
- Come with children
- Cup of tea
- Drawing wildlife
- Eat lunch
- Eating, drinking, shopping
- Escorting groups
- Feed the pigeons
- Outings, plays
- Looking around
- Looking at historic churches
- Looking at historical places
- Looking at historical sites
- Looking at history in Britain
- Looking at the area's history
- Looking for a grave
- Looking in London sites
- Lunch x18
- Market
- Passing time
- Sightseeing in London
- Sightseeing x2
- To uplift spirits
- Touring
- Work x6.

Table 8: Main reason for visiting parks, gardens or churchyards

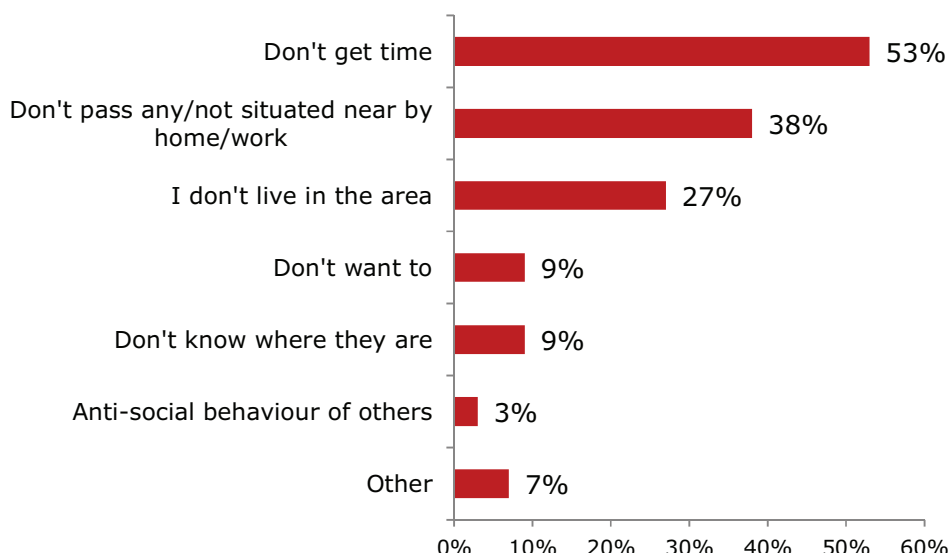
| Main reason | Profile of customer | | | | | | | | | |
|---------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (406) | (446) | (99) | (440) | (275) | (482) | (352) | (517) | (170) | (173) |
| Relaxation, passive | 51% | 48% | 48% | 49% | 46% | 47% | 52% | 50% | 48% | 48% |
| Play, active, sport | 2% | 2% | 5% | 1% | 2% | 2% | 1% | 2% | 2% | 1% |
| Passing through | 28% | 29% | 25% | 30% | 31% | 30% | 27% | 28% | 32% | 26% |
| Dog walking | 1% | 1% | 1% | 1% | 2% | 1% | 1% | 1% | 0% | 1% |
| Contact with nature | 0.2% | 1% | 1% | 1% | 2% | 1% | 1% | 1% | 2% | 0% |
| Attending events | 1% | 2% | 1% | 1% | 2% | 1% | 1% | 1% | 1% | 2% |
| Meeting friends | 11% | 13% | 13% | 13% | 11% | 14% | 9% | 12% | 10% | 14% |
| Other | 6% | 5% | 6% | 6% | 7% | 4% | 8% | 5% | 5% | 9% |

| | Profile of customer | | | | | | | |
|---------------------|---------------------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (357) | (293) | (210) | (404) | (347) | (98) | (899) | (860) |
| Relaxation, passive | 49% | 52% | 46% | 51% | 46% | 51% | 55% | 49% |
| Play, active, sport | 3% | 1% | 1% | 1% | 3% | 3% | 2% | 2% |
| Passing through | 29% | 26% | 31% | 26% | 31% | 30% | 17% | 28% |
| Dog walking | 2% | 0% | 1% | 0% | 1% | 5% | 2% | 1% |
| Contact with nature | 2% | 0.3% | 1% | 2% | 1% | 0% | 9% | 1% |
| Attending events | 1% | 0.3% | 2% | 1% | 1% | 4% | 0.3% | 1% |
| Meeting friends | 10% | 16% | 12% | 15% | 12% | 5% | 7% | 12% |
| Other | 5% | 5% | 8% | 5% | 7% | 2% | 7% | 6% |

Sample base = as detailed, customers who visit and provided a response, single response

9. Reasons for not visiting parks, gardens or churchyards

Chart 9: Reasons for not visiting parks, gardens or churchyards in the City of London



Sample base = 136, all customers who never visit and provided response, multiple response

Other includes:

- Don't need to
- I cycle into work
- Just started here
- Not nice weather
- Security
- There are lovely parks around my area
- Unsure
- Weather.

The main reason for non-visitors not visiting the parks, gardens or churchyards in the City of London is that they do not have the time to do so, identified by just over half (53%) of non-visitors.

Nearly two fifths of non-visitors (38%) state not passing by or the parks, gardens or churchyards not being close to where they live or work as a reason for not visiting. Just over a further quarter of non-visitors (27%) state not living in the area as being a reason for not visiting.

Just under one tenth of visitors each state that not wanting to visit (9%) and not knowing where the parks, gardens or churchyards are (9%) are reasons for not visiting them.

Just 3% of non-visitors state the anti-social behaviour of others as a reason for never using the parks, gardens or churchyards.

- *Customers of a White British ethnicity are more likely to state they don't want to visit the open spaces as a reason, with customers of an Other ethnicity more likely to state that not living in the area as a reason.*
- *London residents are those more likely to state that they don't pass by/open spaces are not situated close to where they live or work and anti-social behaviour of others as a reason for not visiting. They are those less likely to say that they don't live in the area.*

- Residents from abroad are those more likely to state they don't live in the area and are those less likely to state that they don't get the time or don't pass by/work or live close to open spaces.
- Workers are those more likely to state that they don't get time and they don't pass by/live or work close to open spaces as a reason for not visiting. They are those less likely to state not living in the area is a reason.
- Visitors are those more likely to state they don't live in the area as a reason. They are those less likely to state; don't get the time, don't know where they are and not passing by/not living or working close to open spaces.
- 2012 customers are more likely to state they don't get time, don't pass by/work or live close to open spaces as a reason for not visiting them. They are less likely to state that they don't live in the area as a reason compared to 2009 customers.

Table 9: Reasons for not visiting parks, gardens or churchyards in the City of London

| Reasons for not visiting | Profile of customer | | | | | | | | | |
|---------------------------|---------------------|--------|----------|-------|------|---------------|-------|-----------|------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (81) | (53) | (15) | (61) | (58) | (60) | (74) | (71) | (51) | (14) |
| Don't get time | 52% | 57% | 53% | 46% | 62% | 57% | 51% | 58% | 57% | 14% |
| Don't know where they are | 9% | 9% | 13% | 8% | 9% | 12% | 7% | 8% | 12% | 0% |
| Anti-social behaviour | 3% | 4% | 0% | 3% | 2% | 2% | 4% | 6% | 0% | 0% |
| Don't pass by/not close | 38% | 36% | 40% | 39% | 35% | 45% | 31% | 48% | 31% | 7% |
| Don't want to | 10% | 8% | 7% | 8% | 10% | 15% | 4% | 7% | 14% | 0% |
| Don't live in this area | 26% | 28% | 13% | 33% | 26% | 17% | 35% | 18% | 26% | 79% |
| Other | 6% | 8% | 0% | 10% | 5% | 5% | 8% | 9% | 4% | 7% |

| Reasons for not visiting | Profile of customer | | | | |
|---------------------------|---------------------|-------|-----------|------------|-------|
| | Reason for visit | | | Year Total | |
| | Work | Visit | Resid-ent | 2009 | 2012 |
| Sample base | (95) | (37) | (4) | (146) | (136) |
| Don't get time | 64% | 24% | * | 30% | 53% |
| Don't know where they are | 10% | 5% | * | 11% | 9% |
| Anti-social behaviour | 2% | 0% | * | 1% | 3% |
| Don't pass by/not close | 47% | 16% | * | 13% | 38% |
| Don't want to | 11% | 3% | * | 8% | 9% |
| Don't live in this area | 16% | 60% | * | 47% | 27% |
| Other | 6% | 8% | * | 1% | 7% |

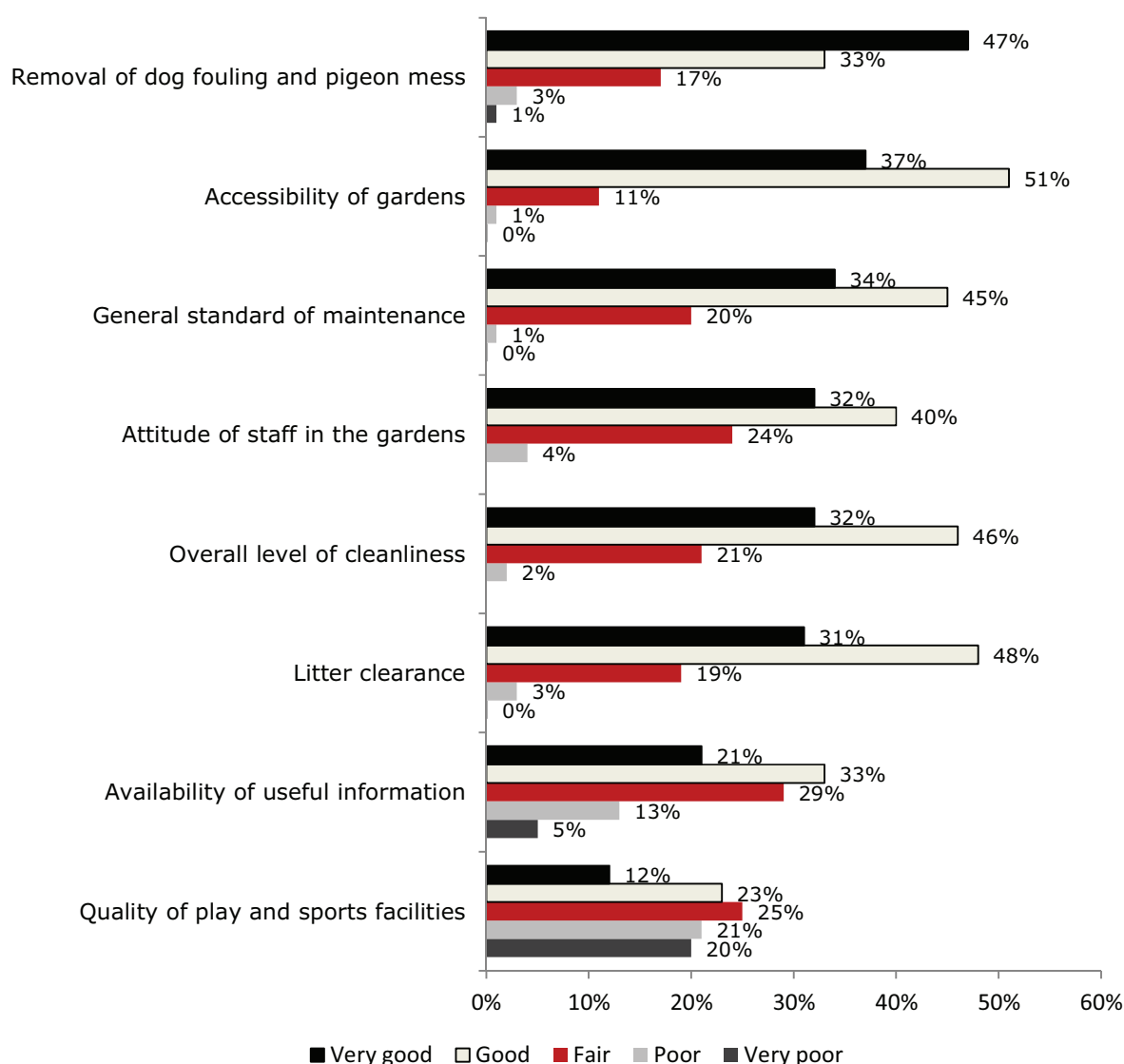
Sample base = as detailed, customers who visit and provided a response, multiple response

*-Sample base too low for analysis

Section 3. Satisfaction with parks, gardens and churchyards

1. Overall findings

Chart 1.1 Ratings provided for levels of satisfaction with parks, gardens and churchyards



Sample bases = all visitors who could provide a response, single response for each aspect rated

Accessibility of gardens = 857

General standard of maintenance = 864

Overall level of cleanliness = 866

Litter clearance = 856

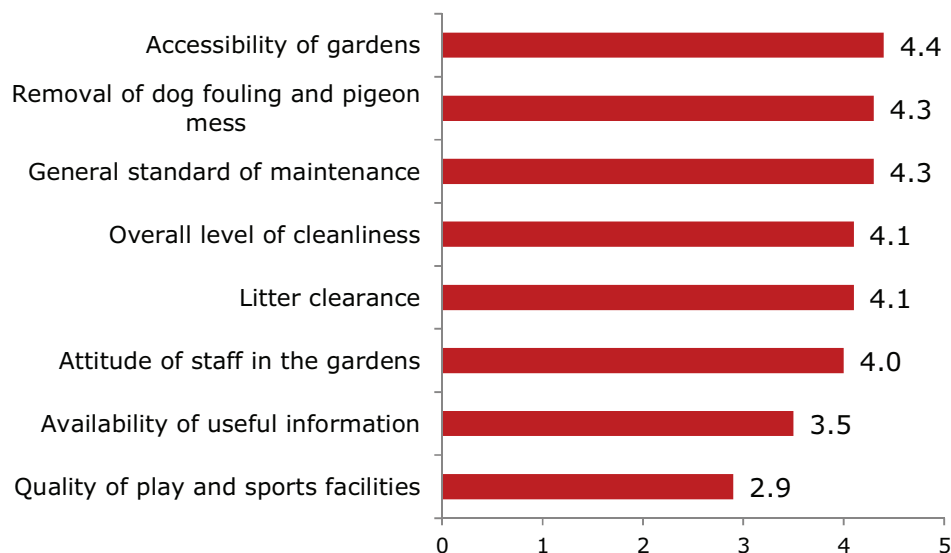
Removal of dog fouling and pigeon mess = 800

Attitude of staff in the gardens = 431

Availability of useful information = 693

Quality of play and sports facilities = 384

Chart 1.2: Mean ratings provided for level of satisfaction with parks, gardens and churchyards



Sample bases = all visitors who could provide a response, single response for each aspect rated

Mean ratings calculated on a scale of 1-5, where 1 = very poor and 5 = very good

Accessibility of gardens = 857

General standard of maintenance = 864

Overall level of cleanliness = 866

Litter clearance = 856

Removal of dog fouling and pigeon mess = 800

Attitude of staff in the gardens = 431

Availability of useful information = 693

Quality of play and sports facilities = 384

2. Overall views on accessibility of gardens

Nearly nine tenths of visitors (88%) provide a positive rating of good or very good, 11% provide a fair rating and just 1% provide a negative rating of poor or very poor, providing an overall mean rating of 4.4.

- Under 25 year olds are those more likely to provide a poor rating.
- Customers of an Other ethnicity are more likely to provide a fair rating than customers of a White British ethnicity.
- London residents are those more likely to provide a very good rating and those less likely to provide a fair rating.
- UK residents are those more likely to provide a very poor rating.
- Residents from abroad are those more likely to provide a fair rating and those less likely to provide a very good rating.
- Customers who visit at least weekly are those less likely to provide a good rating but are those more likely to provide a very good rating. Customers who visit less often are those less likely to provide a fair rating. Customer who visit once are those more likely to rate fair and those less likely to rate very good.
- Workers are those more likely to provide a very good rating and those less likely to provide a fair rating. Visitors are those less likely to provide a very good rating. Residents are those more likely to provide a poor rating and are those less likely to provide a good rating.
- 2012 customers are more likely to provide a poor and a fair rating and are less likely to provide a very good rating when compared with 2009 customers.

Table 2: Overall views on accessibility of gardens

| Accessibility | Profile of customer | | | | | | | | | |
|---------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (407) | (442) | (97) | (435) | (276) | (486) | (345) | (517) | (168) | (172) |
| Very poor | 0.2% | 0% | 0% | 0.2% | 0% | 0.2% | 0% | 0% | 1% | 0% |
| Poor | 1% | 1% | 3% | 1% | 0.4% | 1% | 1% | 1% | 1% | 0% |
| Fair | 9% | 12% | 11% | 11% | 9% | 6% | 16% | 9% | 7% | 20% |
| Good | 51% | 52% | 51% | 52% | 51% | 54% | 48% | 49% | 54% | 54% |
| Very good | 40% | 35% | 35% | 36% | 40% | 39% | 35% | 41% | 38% | 26% |

| Accessibility | Profile of customer | | | | | | | |
|---------------|---------------------|-----------|------------|------------------|------------|------------|-------------|------------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (356) | (294) | (207) | (403) | (345) | (98) | (906) | (857) |
| Very poor | 0% | 0.3% | 0% | 0.2% | 0% | 0% | 0% | 0.1% |
| Poor | 1% | 1% | 1% | 1% | 1% | 4% | 0.1% | 1% |
| Fair | 9% | 8% | 17% | 7% | 13% | 14% | 3% | 11% |
| Good | 46% | 55% | 55% | 51% | 55% | 39% | 49% | 51% |
| Very good | 44% | 35% | 27% | 41% | 31% | 43% | 48% | 37% |

Sample base = as detailed, customers who visit and provided a response, single response

3. Overall views on general standard of maintenance

Virtually four fifths of customers (79%) provide a positive rating of good or very good relating to their overall view on the general standard of maintenance, 20% provide a rating of fair and just 1% provide a negative rating of poor or very poor. The overall mean rating is 4.3.

- *Under 25 year olds are those less likely to provide a rating of very good. 45+ year olds are those less likely to provide a poor rating and a good rating and are those more likely to provide a very good rating.*
- *Customers of an Other ethnicity are more likely to provide a fair rating than those of a White British ethnicity.*
- *London residents are those less likely to provide a rating of poor or fair and are those more likely to provide a rating of very good. UK residents are those less likely to provide a rating of good. Residents from abroad are those more likely to provide a rating of fair and less likely to provide a rating of very good.*
- *Customers who visit at least weekly are those less likely to provide a rating of poor or fair and are those more likely to provide a rating of very good. Those who visit only once are those more likely to provide a rating of fair and less likely to provide a rating of very good.*
- *Workers are those less likely to provide a rating of poor or fair and are those more likely to provide a rating of very good.*
- *Visitors are those more likely to provide a rating of poor and are those less likely to provide a rating of very good.*
- *2012 customers are more likely to provide a rating of fair and are less likely to provide a rating of good or very good.*

Table 3: Overall views on general standard of maintenance

| General standard | Profile of customer | | | | | | | | | |
|------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (414) | (442) | (98) | (439) | (278) | (488) | (350) | (521) | (170) | (173) |
| Very poor | 0% | 0.2% | 0% | 0.2% | 0% | 0.2% | 0% | 0.2% | 0% | 0% |
| Poor | 1% | 1% | 0% | 1% | 0% | 1% | 1% | 0.2% | 1% | 2% |
| Fair | 18% | 21% | 26% | 19% | 20% | 16% | 25% | 16% | 23% | 27% |
| Good | 46% | 44% | 53% | 46% | 39% | 46% | 43% | 47% | 37% | 49% |
| Very good | 36% | 34% | 21% | 33% | 41% | 37% | 31% | 37% | 39% | 23% |

| General standard | Profile of customer | | | | | | | |
|------------------|---------------------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (359) | (294) | (211) | (406) | (349) | (98) | (904) | (864) |
| Very poor | 0% | 0.3% | 0% | 0.2% | 0% | 0% | 0% | 0.1% |
| Poor | 0% | 1% | 2% | 0.2% | 2% | 0% | 1% | 1% |
| Fair | 14% | 21% | 27% | 16% | 23% | 21% | 3% | 20% |
| Good | 43% | 47% | 46% | 45% | 46% | 43% | 51% | 45% |
| Very good | 44% | 30% | 25% | 38% | 30% | 36% | 46% | 34% |

Sample base = as detailed, customers who visit and provided a response, single response

4. Overall views on cleanliness

Over three quarters of customers (78%) provide a positive rating of good or very good with regard to the overall cleanliness of open spaces, 21% provide a rating of fair and 2% provide a rating of poor (nobody provided a rating of very poor). The overall mean rating provided is 4.1.

- Those aged 45+ are those less likely to provide a poor rating and those more likely to provide a very good rating.
- Customers of an Other ethnicity are more likely to provide a fair rating.
- Residents from abroad are those more likely to provide a fair rating and those less likely to provide a very good rating.
- Customers who visit at least weekly are those less likely to provide a fair or good rating and are those more likely to provide a very good rating. Customers who visit less often are those more likely to provide a good rating and are those less likely to provide a very good rating. Customers who visit only once are those more likely to provide a fair rating.
- Workers are those less likely to provide a poor or a fair rating.
- 2012 customers are more likely to provide a rating of poor or fair and are less likely to provide a rating of good compared to 2009 customers.

Table 4: Overall views on overall cleanliness

| Overall cleanliness | Profile of customer | | | | | | | | | |
|---------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (413) | (445) | (98) | (441) | (278) | (491) | (349) | (523) | (171) | (172) |
| Very poor | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Poor | 1% | 2% | 1% | 2% | 0.4% | 1% | 2% | 2% | 1% | 2% |
| Fair | 20% | 22% | 25% | 22% | 18% | 19% | 25% | 20% | 17% | 27% |
| Good | 47% | 45% | 51% | 45% | 45% | 47% | 44% | 45% | 49% | 47% |
| Very good | 33% | 31% | 24% | 30% | 37% | 33% | 29% | 33% | 34% | 24% |

| Overall cleanliness | Profile of customer | | | | | | | |
|---------------------|---------------------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (359) | (297) | (210) | (406) | (349) | (100) | (906) | (866) |
| Very poor | 0% | 0% | 0% | 0% | 0% | 0% | 0.2% | 0% |
| Poor | 2% | 1% | 1% | 1% | 1% | 4% | 0.3% | 2% |
| Fair | 17% | 21% | 27% | 17% | 24% | 20% | 6% | 21% |
| Good | 42% | 53% | 45% | 49% | 46% | 41% | 57% | 46% |
| Very good | 40% | 25% | 27% | 33% | 29% | 35% | 36% | 32% |

Sample base = as detailed, customers who visit and provided a response, single response

5. Overall views on litter clearance

Nearly four fifths (79%) of customers provide a positive rating of good or very good relating to their overall views on litter clearance, with 19% providing a rating of fair and 3% providing a negative rating of poor or very poor. The overall mean rating is 4.1.

- Customers aged under 25 years are those more likely to provide a rating of very poor. 45+ year olds are those less likely to provide a poor rating.
- UK residents are those more likely to provide a good rating.
- Customers who visit at least weekly are those less likely to provide a fair rating and are those more likely to provide a very good rating. Customers who visit less often are those less likely to provide a very good rating.
- Residents are those more likely to provide a very poor rating.
- Customers in 2012 are more likely to provide a poor or fair rating and are less likely to provide a good rating.

Table 5: Overall views on litter clearance

| Litter clearance | Profile of customer | | | | | | | | | |
|------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (411) | (437) | (96) | (437) | (274) | (485) | (345) | (519) | (169) | (168) |
| Very poor | 0.2% | 0% | 1% | 0% | 0% | 0% | 0.3% | 0.2% | 0% | 0% |
| Poor | 2% | 3% | 3% | 3% | 1% | 2% | 3% | 3% | 2% | 1% |
| Fair | 18% | 19% | 20% | 19% | 18% | 17% | 21% | 18% | 14% | 24% |
| Good | 46% | 49% | 53% | 47% | 47% | 49% | 47% | 46% | 55% | 46% |
| Very good | 34% | 29% | 23% | 31% | 35% | 33% | 29% | 33% | 30% | 29% |

| Litter clearance | Profile of customer | | | | | | | |
|------------------|---------------------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (358) | (293) | (205) | (403) | (345) | (97) | (902) | (856) |
| Very poor | 0% | 0.3% | 0% | 0% | 0% | 1% | 0.3% | 0.1% |
| Poor | 3% | 3% | 2% | 3% | 2% | 5% | 1% | 3% |
| Fair | 14% | 22% | 21% | 17% | 21% | 14% | 10% | 19% |
| Good | 46% | 49% | 48% | 49% | 47% | 44% | 57% | 48% |
| Very good | 37% | 25% | 29% | 32% | 30% | 35% | 32% | 31% |

Sample base = as detailed, customers who visit and provided a response, single response

6. Overall views on removal of dog fouling and pigeon mess

Four fifths of customers (80%) provide a positive rating of good or very good, 17% provide a fair rating and 3% provide a negative rating of poor or very poor with regard to the removal of dog fouling and pigeon mess, providing an overall mean rating of 4.3.

- Under 25 year olds are those less likely to provide a very good rating..
- Customers of an Other ethnicity are more likely to provide a fair rating and customers of a White British ethnicity are more likely to provide a very good rating.
- Those who visit less often are those more likely to provide a fair rating and less likely to provide a very good rating.
- Residents are those more likely to provide a very good rating and those less likely to provide a good rating.
- 2012 customers are more likely to provide a very good rating and less likely to provide a good rating.

Table 6: Overall views on removal of dog fouling and pigeon mess

| Dog fouling and pigeon mess | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (372) | (421) | (91) | (408) | (252) | (456) | (319) | (491) | (150) | (159) |
| Very poor | 0.3% | 1% | 1% | 1% | 0.4% | 0.4% | 1% | 1% | 1% | 0% |
| Poor | 2% | 3% | 4% | 2% | 3% | 2% | 4% | 3% | 2% | 3% |
| Fair | 15% | 19% | 23% | 18% | 16% | 13% | 23% | 17% | 19% | 13% |
| Good | 35% | 31% | 40% | 35% | 31% | 33% | 32% | 33% | 37% | 30% |
| Very good | 48% | 47% | 32% | 45% | 50% | 52% | 40% | 47% | 41% | 54% |

| Dog fouling and pigeon mess | Profile of customer | | | | | | | |
|-----------------------------|---------------------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (341) | (272) | (187) | (372) | (319) | (98) | (859) | (800) |
| Very poor | 1% | 1% | 0% | 0.3% | 0.3% | 2% | 0.3% | 1% |
| Poor | 2% | 3% | 4% | 2% | 3% | 5% | 2% | 3% |
| Fair | 14% | 21% | 16% | 16% | 17% | 15% | 15% | 17% |
| Good | 33% | 35% | 29% | 34% | 36% | 20% | 55% | 33% |
| Very good | 51% | 40% | 51% | 48% | 44% | 57% | 27% | 47% |

Sample base = as detailed, customers who visit and provided a response, single response

7. Overall views on attitude of staff in the gardens

Over seven tenths of customers (72%) provide a positive rating of good or very good regarding the attitude of staff in the gardens, 24% provide a fair rating and 4% provide a negative rating of poor (no customers provide a rating of very poor). The overall mean rating provided is 4.0.

- Females are more likely to rate this as fair than males.
- 25-44 year olds are those more likely to rate this as good, with 45+ years those more likely to provide a rating of very good and those less likely to provide a rating of fair.
- Customers of a White British ethnicity are more likely to provide a rating of poor.
- London residents are those more likely to provide a rating of poor, with UK residents those more likely to provide a rating of good and residents from abroad those less likely to provide a rating of poor.
- Customers who visit at least weekly are those more likely to provide a very good rating and those who have visited only once those less likely to provide a poor rating.
- Visitors are those less likely to provide a poor rating, with residents those more likely to provide a poor rating and less likely to provide a good rating.
- 2012 customers are those more likely to provide a rating of poor or fair and are those less likely to provide a good rating.

Table 7: Overall views on attitude of staff in the gardens

| Attitude of staff | Profile of customer | | | | | | | | | |
|-------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (217) | (210) | (36) | (217) | (147) | (240) | (178) | (275) | (80) | (76) |
| Very poor | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Poor | 4% | 5% | 3% | 3% | 2% | 6% | 2% | 7% | 1% | 0% |
| Fair | 18% | 29% | 33% | 23% | 18% | 26% | 21% | 23% | 19% | 30% |
| Good | 44% | 37% | 33% | 46% | 37% | 40% | 42% | 38% | 53% | 36% |
| Very good | 34% | 29% | 31% | 28% | 42% | 28% | 35% | 32% | 28% | 34% |

| Attitude of staff | Profile of customer | | | | | | | |
|-------------------|---------------------|-------|------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (202) | (143) | (86) | (198) | (154) | (69) | (709) | (431) |
| Very poor | 0% | 0% | 0% | 0% | 0% | 0% | 0.4% | 0% |
| Poor | 5% | 6% | 0% | 4% | 0% | 16% | 0.3% | 4% |
| Fair | 20% | 27% | 28% | 20% | 22% | 33% | 10% | 24% |
| Good | 37% | 42% | 44% | 43% | 46% | 19% | 56% | 40% |
| Very good | 38% | 26% | 28% | 32% | 32% | 32% | 33% | 32% |

Sample base = as detailed, customers who visit and provided a response, single response

8. Overall views on availability of useful information

Just over half of customers (54%) provide a positive rating of good or very good relating to the availability of useful information, 29% provide a fair rating and nearly one fifth (17%) provide a negative rating of poor or very poor. The overall mean rating provided is 3.5.

- Residents from abroad are those more likely to rate this as poor and those less likely to provide a good rating.
- Customers who visit at least weekly are those more likely to provide a very poor rating and those less likely to provide a fair rating. Customers who visit less often are those less likely to provide a very poor rating. Customers who only visit once are those more likely to provide a poor rating and those less likely to provide a good rating.
- 2012 customers are those more likely to provide a poor and very poor rating. They are also those more likely to provide a fair rating and those less likely to provide a good rating.

Table 8: Overall views on availability of useful information

| Information | Profile of customer | | | | | | | | | |
|-------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (330) | (357) | (78) | (344) | (231) | (385) | (287) | (425) | (123) | (145) |
| Very poor | 4% | 6% | 4% | 4% | 4% | 4% | 5% | 4% | 7% | 5% |
| Poor | 11% | 15% | 8% | 14% | 10% | 14% | 10% | 12% | 8% | 21% |
| Fair | 26% | 32% | 33% | 28% | 30% | 31% | 27% | 27% | 31% | 33% |
| Good | 36% | 30% | 33% | 33% | 35% | 31% | 35% | 35% | 34% | 24% |
| Very good | 23% | 18% | 22% | 22% | 22% | 19% | 23% | 22% | 20% | 17% |

| Information | Profile of customer | | | | | | | |
|-------------|---------------------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (292) | (233) | (168) | (311) | (282) | (89) | (813) | (693) |
| Very poor | 7% | 1% | 5% | 5% | 3% | 10% | 1% | 5% |
| Poor | 11% | 11% | 20% | 12% | 13% | 17% | 2% | 13% |
| Fair | 25% | 32% | 32% | 30% | 29% | 25% | 15% | 29% |
| Good | 35% | 35% | 26% | 33% | 36% | 28% | 58% | 33% |
| Very good | 23% | 21% | 17% | 21% | 20% | 20% | 25% | 21% |

Sample base = as detailed, customers who visit and provided a response, single response

9. Overall views on quality of play and sports facilities

Just over one third of customers (35%) provide a positive rating of good or very good regarding the overall quality of play and sports facilities, with 25% providing a fair rating and two fifths of customers (40%) providing a negative rating of poor or very poor. The overall mean rating provided is 2.9.

- Females are more likely to provide a poor rating and less likely to provide a good rating.
- Under 25 year olds are those more likely to provide a fair rating.
- Customers of a White British ethnicity are more likely to provide a very poor rating.
- Customers who visit only once are those more likely to provide a very poor rating.
- Visitors are those more likely to provide a good rating and those less likely to provide a very poor rating. Residents are those more likely to provide a very poor rating and are those less likely to provide a fair or a good rating.

Table 9: Overall views on quality of play and sports facilities

| Play and sports | Profile of customer | | | | | | | | | |
|-----------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (183) | (197) | (50) | (195) | (112) | (214) | (157) | (242) | (78) | (64) |
| Very poor | 20% | 20% | 16% | 19% | 15% | 26% | 11% | 23% | 17% | 13% |
| Poor | 16% | 24% | 16% | 19% | 25% | 21% | 18% | 20% | 17% | 28% |
| Fair | 21% | 28% | 40% | 26% | 22% | 22% | 31% | 25% | 26% | 25% |
| Good | 30% | 17% | 20% | 25% | 25% | 22% | 27% | 21% | 31% | 22% |
| Very good | 12% | 10% | 8% | 12% | 13% | 10% | 13% | 12% | 10% | 13% |

| Play and sports | Profile of customer | | | | | | | |
|-----------------|---------------------|-------|------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (173) | (137) | (74) | (176) | (134) | (65) | () | (384) |
| Very poor | 24% | 19% | 11% | 23% | 8% | 37% | NA | 20% |
| Poor | 20% | 17% | 28% | 18% | 22% | 28% | NA | 21% |
| Fair | 24% | 26% | 24% | 25% | 27% | 15% | NA | 25% |
| Good | 19% | 28% | 26% | 23% | 31% | 11% | NA | 23% |
| Very good | 13% | 10% | 11% | 11% | 13% | 9% | NA | 12% |

Sample base = as detailed, customers who visit and provided a response, single response

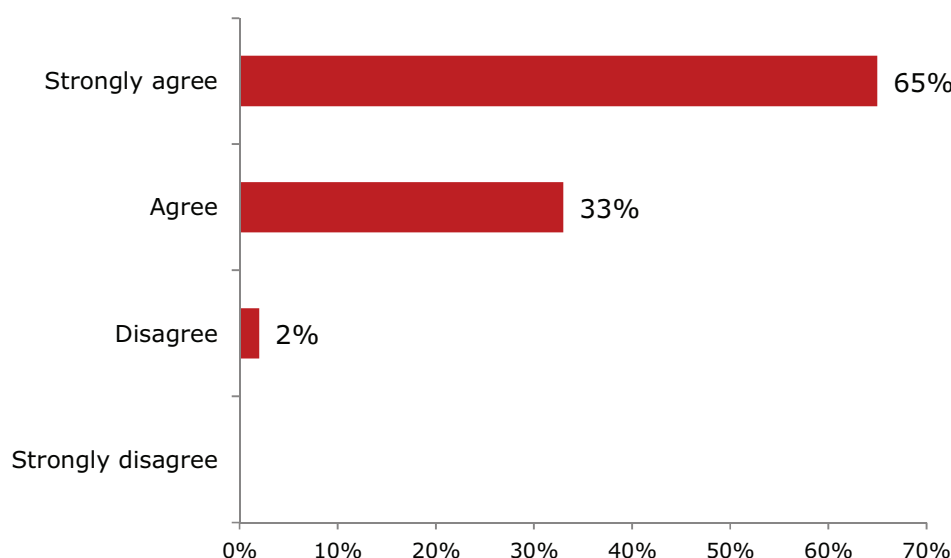
10. Feeling of safety

Visitors were asked to what extent they agree with the statement; "I always feel safe in the parks and gardens in the City".

Virtually all visitors (98%) agree or strongly agree with this statement, with 33% agreeing and 65% strongly agreeing. Just 2% of visitors disagree and none of the visitors strongly disagree. The overall mean rating on a scale of 1-4, where 1 = strongly disagree and 4 = strongly agree is 3.6.

- *Females are more likely to agree and less likely to strongly agree than males.*
- *Customers aged 45+ years old are those more likely to strongly agree.*
- *London residents are those more likely to strongly agree and less likely to agree. Residents from abroad are those more likely to agree and are those less likely to disagree or to strongly agree.*
- *Customers who visit at least weekly are those more likely to strongly agree and less likely to agree. Customers who visit less often are those less likely to strongly agree.*
- *Workers are those more likely to strongly agree with visitors those more likely to agree and less likely to strongly agree.*
- *2012 customers are more likely to strongly agree and are less likely to agree or strongly disagree than 2009 customers.*

Chart 10: Feeling of safety in parks and gardens



Sample base = 860, all visitors who provided a response, single response

Table 10.1: Feeling of safety in parks and gardens

| Feeling of safety | Profile of customer | | | | | | | | | |
|-------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (407) | (445) | (97) | (436) | (279) | (484) | (350) | (516) | (171) | (173) |
| Strongly disagree | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Disagree | 1% | 2% | 1% | 2% | 2% | 1% | 2% | 2% | 1% | 0% |
| Agree | 29% | 37% | 41% | 34% | 29% | 31% | 36% | 30% | 34% | 42% |
| Strongly agree | 70% | 61% | 58% | 64% | 70% | 68% | 62% | 68% | 65% | 58% |

| Feeling of safety | Profile of customer | | | | | | | |
|-------------------|---------------------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (354) | (295) | (211) | (399) | (351) | (99) | (904) | (860) |
| Strongly disagree | 0% | 0% | 0% | 0% | 0% | 0% | 1% | 0% |
| Disagree | 1% | 3% | 1% | 2% | 1% | 3% | 2% | 2% |
| Agree | 27% | 37% | 38% | 29% | 38% | 30% | 45% | 33% |
| Strongly agree | 72% | 60% | 62% | 70% | 60% | 67% | 53% | 65% |

Sample base = as detailed, customers who visit and provided a response, single response

Table 10.2: Reasons for disagreeing with statement; "I always feel safe in the parks and gardens in the city"

| Reason for disagreement with statement | Agree strongly | Agree | Disagree | Disagree strongly | Total absolute |
|---|----------------|-------|----------|-------------------|----------------|
| Of dogs in the parks, gardens or graveyards | 0 | 1 | 5 | 8 | 14 |
| Of being a victim of crime | 7 | 2 | 3 | 1 | 13 |
| Of being a victim of intimidation or violence | 8 | 3 | 2 | 0 | 13 |
| Of being there by myself with nobody around | 10 | 3 | 1 | 0 | 14 |
| Of being unsafe for other reasons | 8 | 3 | 1 | 2 | 14 |

Data provided as absolutes

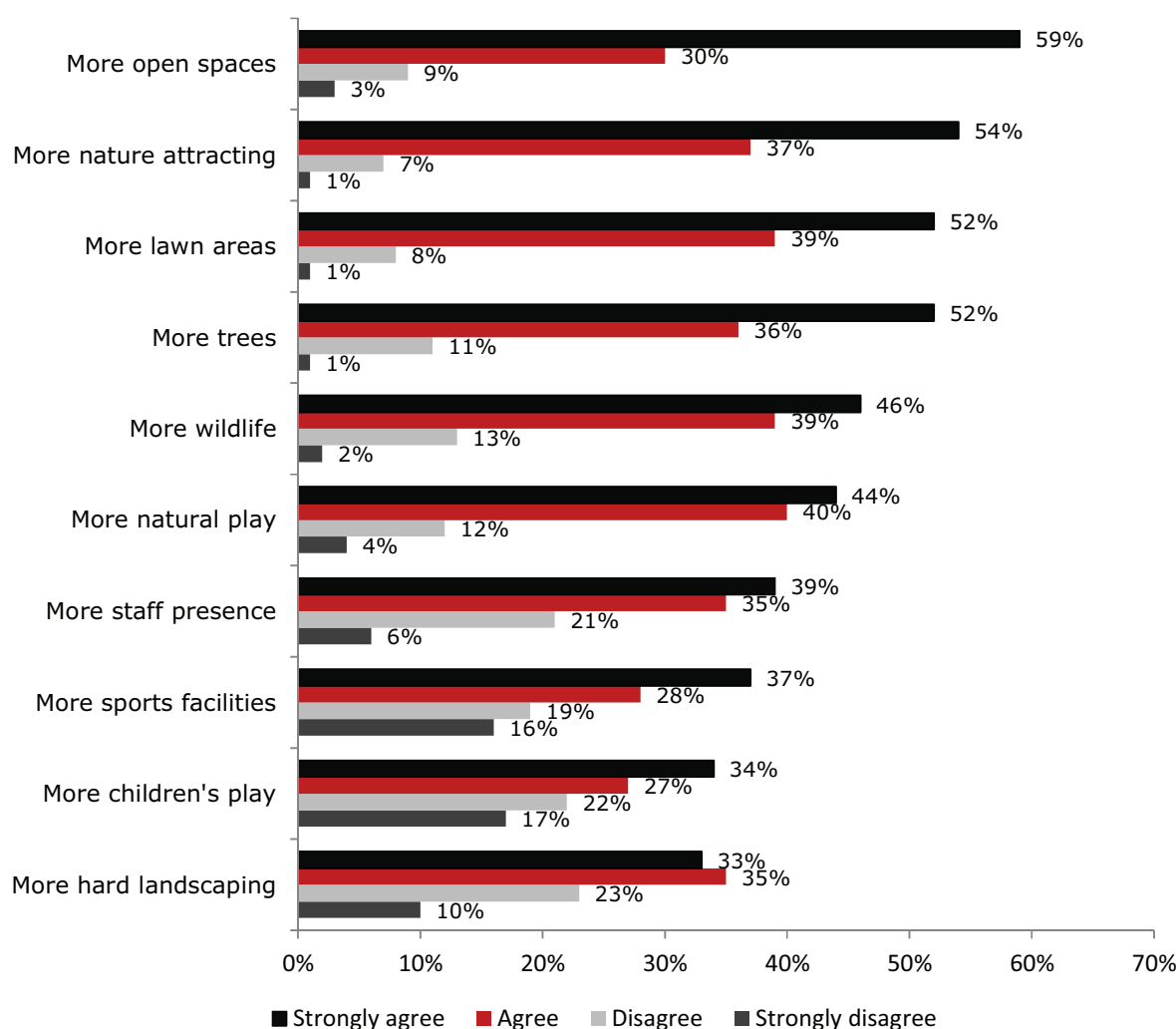
Other includes:

- Druggies
- Drunks x2
- Drunks, drug addicts
- In the dark, just the drug taking people
- Just feel unsafe because of the darkness of the parks when you walk through them at dusk
- Not enough staff or light
- Sometimes lots, well 2-3 people not very nice, think they're on drugs
- Sometimes it's too dark.

Section 4. Improvements to parks, gardens and churchyards

1. Overview

Chart 1.1: Extent of agreement with statements relating to improvements to parks, gardens and churchyards

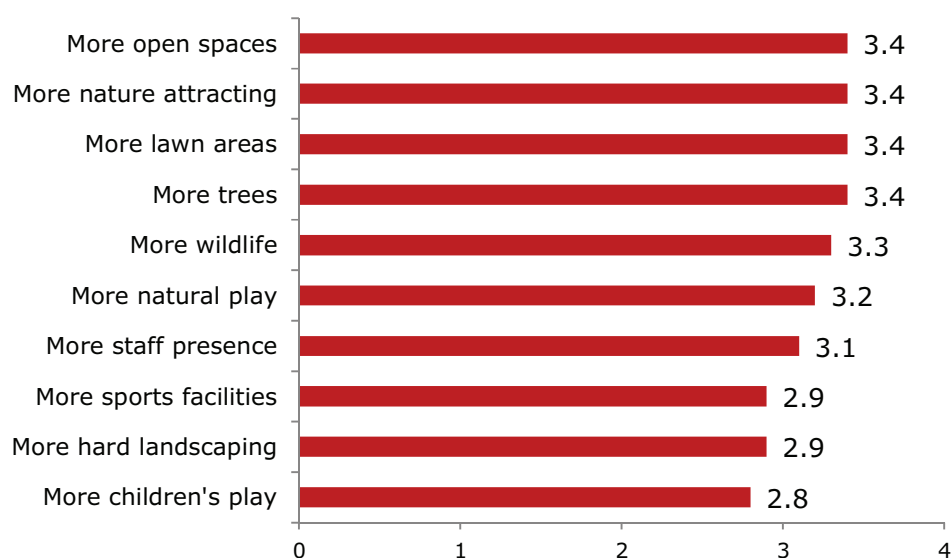


Single response to each improvement

Sample bases:

- More open spaces = 964
- More nature attracting plants = 960
- More trees in the City = 976
- More hard standing landscaping = 947
- More staff presence in the gardens = 865
- More focus on encouraging wildlife = 940
- More lawn areas for sitting = 983
- More opportunities to learn about natural play = 879
- More children's play equipment = 868
- More sports facilities for children and adults = 889

Chart 1.2: Mean rating for level of agreement with statements relating to improvements to parks, gardens and churchyards



Single response to each improvement

Mean ratings calculated on a range of 1-4, where 1=disagree strongly and 4=agree strongly

Sample bases:

- *More open spaces = 964*
- *More nature attracting plants = 960*
- *More trees in the City = 976*
- *More hard standing landscaping = 947*
- *More staff presence in the gardens = 865*
- *More focus on encouraging wildlife = 940*
- *More lawn areas for sitting = 983*
- *More opportunities to learn about natural play = 879*
- *More children's play equipment = 868*
- *More sports facilities for children and adults = 889*

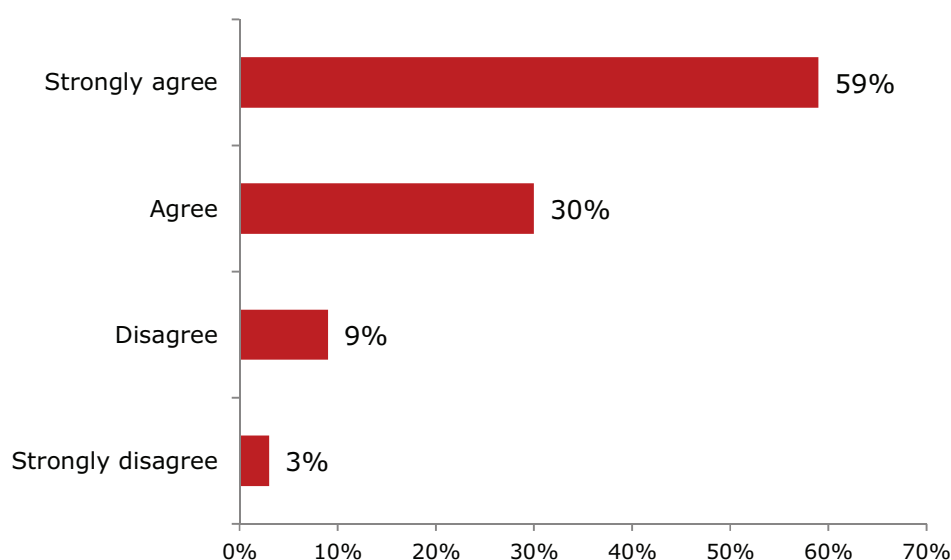
2. There should be more open spaces in the City

Virtually nine tenths of customers (88%) agree to some extent with the statement that there should be more open spaces in the City, with 59% agreeing strongly and 30% agreeing. Just over one tenth of customers (12%) disagree with this statement to some extent.

The overall mean rating provided is 3.4.

- 45+ year olds are those more likely to strongly disagree and those less likely to strongly agree.
- Customers of a White British ethnicity are more likely to strongly agree than customers of an Other ethnicity.
- London residents are those more likely to strongly agree and those less likely to agree.
- UK residents are those more likely to strongly disagree and those less likely to strongly agree.
- Residents from abroad are those less likely to disagree.
- Customers who visit at least weekly are those more likely to strongly agree and those less likely to agree. Those who never visit are those more likely to strongly disagree, they are those less likely to strongly agree and more likely to agree.
- Residents are those more likely to strongly agree and those less likely to agree.
- 2012 customers are more likely to strongly agree and disagree and are less likely to agree than 2009 customers.

Chart 2: Extent of agreement with statement; There should be more open spaces in the City



Sample base = 964, all customers who provided a response, single response

Table 2: Extent to which agree with statement; There should be more open space in the City

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (477) | (479) | (107) | (486) | (323) | (536) | (402) | (575) | (218) | (171) |
| Strongly disagree | 3% | 3% | 0% | 2% | 6% | 3% | 4% | 3% | 5% | 2% |
| Disagree | 10% | 7% | 10% | 8% | 10% | 8% | 10% | 9% | 11% | 5% |
| Agree | 29% | 31% | 38% | 29% | 30% | 29% | 33% | 27% | 35% | 35% |
| Strongly agree | 58% | 59% | 51% | 61% | 54% | 61% | 54% | 62% | 50% | 59% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|------------|------------------|-------|------------|------------|------------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (351) | (285) | (202) | (126) | (488) | (367) | (98) | (1028) | (964) |
| Strongly disagree | 3% | 2% | 2% | 6% | 3% | 3% | 4% | 3% | 3% |
| Disagree | 9% | 9% | 7% | 11% | 9% | 9% | 6% | 6% | 9% |
| Agree | 25% | 28% | 35% | 38% | 31% | 32% | 13% | 45% | 30% |
| Strongly agree | 64% | 60% | 56% | 44% | 58% | 56% | 77% | 46% | 59% |

Sample base = as detailed, all customers who provided a response, single response

3. There should be more nature attracting plants in the City

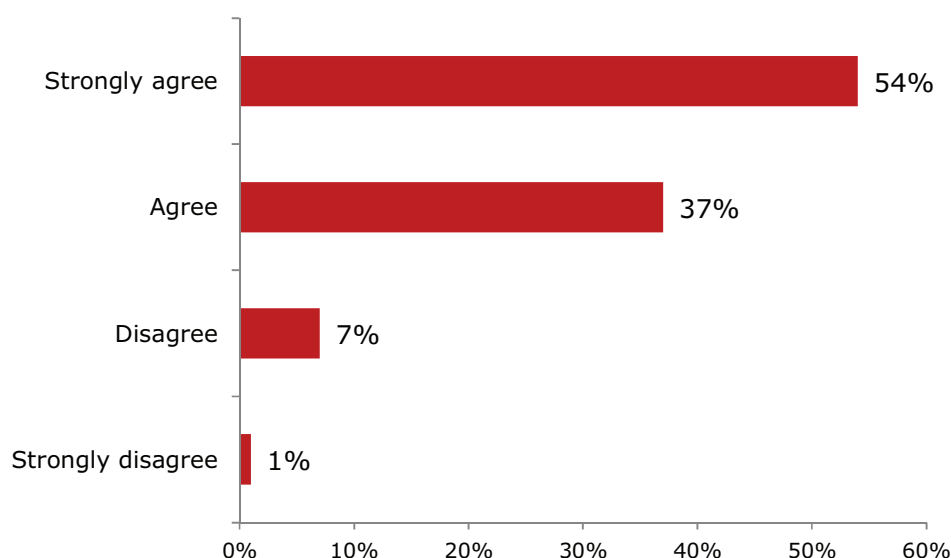
Just over nine tenths of customers (91%) agree to some extent with the statement that there should be more nature attracting plants in the City, with 54% agreeing strongly and 37% agreeing.

Less than one tenth of customers (9%) disagree with the statement to some extent.

The overall mean rating provided is 3.4.

- Under 25 year olds are those more likely to agree and those less likely to strongly agree.
- 45+ year olds are those more likely to strongly disagree.
- London residents are those more likely to strongly disagree and UK residents are those less likely to strongly agree.
- Customers who visit at least weekly are those more likely to strongly agree and those less likely to agree. Customers who visit less often are those more likely to agree and those less likely to strongly agree. Customers who never visit are those more likely to both strongly disagree and disagree and are those less likely to strongly agree.
- Workers are those more likely to both strongly disagree and disagree, with residents those more likely to both strongly agree and agree.

Chart 3: Extent to which agree with statement; There should be more nature attracting plants in the City



Sample base = 960, all customers who provided a response, single response

Table 3: Extent to which agree with statement; There should be more nature attracting plants in the City

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (473) | (479) | (108) | (485) | (319) | (530) | (404) | (569) | (216) | (175) |
| Strongly disagree | 1% | 1% | 2% | 1% | 2% | 1% | 2% | 2% | 1% | 0% |
| Disagree | 8% | 7% | 7% | 7% | 9% | 7% | 8% | 7% | 9% | 6% |
| Agree | 37% | 37% | 46% | 37% | 37% | 36% | 40% | 35% | 42% | 37% |
| Strongly agree | 54% | 55% | 45% | 56% | 52% | 56% | 51% | 56% | 48% | 57% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|-------|------------------|-------|-----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resid-ent | 2009 | 2012 |
| Sample base | (350) | (281) | (202) | (127) | (484) | (369) | (97) | () | (960) |
| Strongly disagree | 1% | 1% | 0% | 4% | 2% | 1% | 1% | NA | 1% |
| Disagree | 5% | 6% | 6% | 17% | 9% | 6% | 7% | NA | 7% |
| Agree | 31% | 44% | 36% | 40% | 39% | 38% | 21% | NA | 37% |
| Strongly agree | 62% | 49% | 58% | 39% | 51% | 55% | 71% | NA | 54% |

Sample base = as detailed, all customers who provided a response, single response

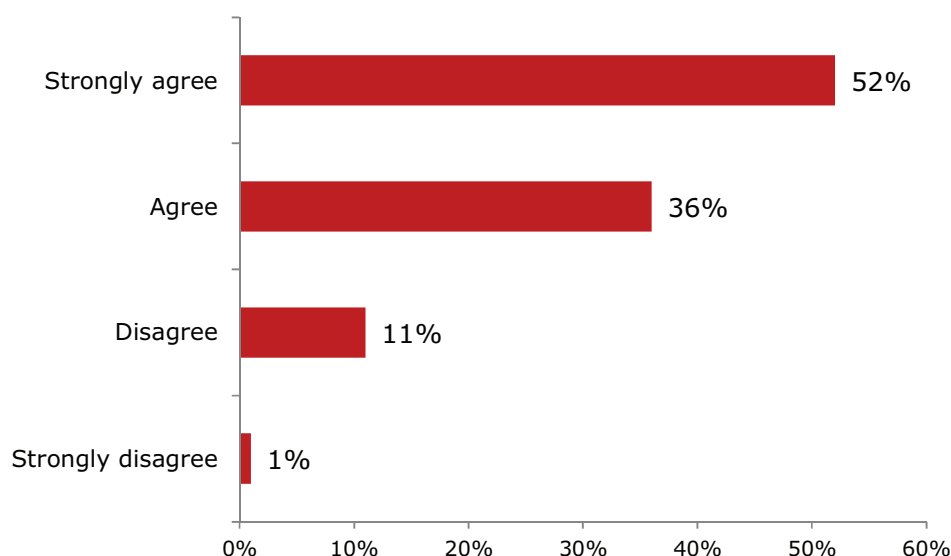
4. There should be more trees in the City

Virtually nine tenths of customers (88%) agree to some extent with the statement that there should be more trees in the City, with 52% agreeing strongly and 36% agreeing. Just over one tenth of customers (12%) disagree with this statement to some extent.

The overall mean rating is 3.4.

- *Those aged 45+ years old are those more likely to strongly disagree.*
- *UK residents are those less likely to strongly agree.*
- *Customers who visit less than weekly are those more likely to agree. Customers who never visit are those more likely to strongly disagree.*
- *Workers are those more likely to strongly disagree.*
- *2009 customers are those more likely to strongly agree and disagree and are those less likely to strongly disagree and agree.*

Chart 4: Extent to which agree with statement; There should be more trees in the City



Sample base = 976, all customers who provided a response, single response

Table 4: Extent to which agree with statement; There should be more trees in the City

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (483) | (486) | (111) | (487) | (330) | (538) | (413) | (579) | (220) | (177) |
| Strongly disagree | 2% | 1% | 0% | 1% | 3% | 1% | 2% | 1% | 2% | 0% |
| Disagree | 12% | 9% | 12% | 11% | 11% | 10% | 12% | 10% | 13% | 10% |
| Agree | 35% | 37% | 36% | 37% | 36% | 37% | 35% | 35% | 40% | 37% |
| Strongly agree | 51% | 53% | 52% | 51% | 50% | 51% | 51% | 54% | 46% | 53% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|-------|------------------|-------|-----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resid-ent | 2009 | 2012 |
| Sample base | (351) | (286) | (207) | (132) | (486) | (379) | (100) | (1020) | (976) |
| Strongly disagree | 1% | 1% | 0% | 5% | 2% | 1% | 1% | 3% | 1% |
| Disagree | 12% | 9% | 11% | 11% | 12% | 10% | 9% | 7% | 11% |
| Agree | 32% | 41% | 38% | 34% | 36% | 36% | 30% | 48% | 36% |
| Strongly agree | 55% | 49% | 51% | 49% | 50% | 53% | 60% | 42% | 52% |

Sample base = as detailed, all customers who provided a response, single response

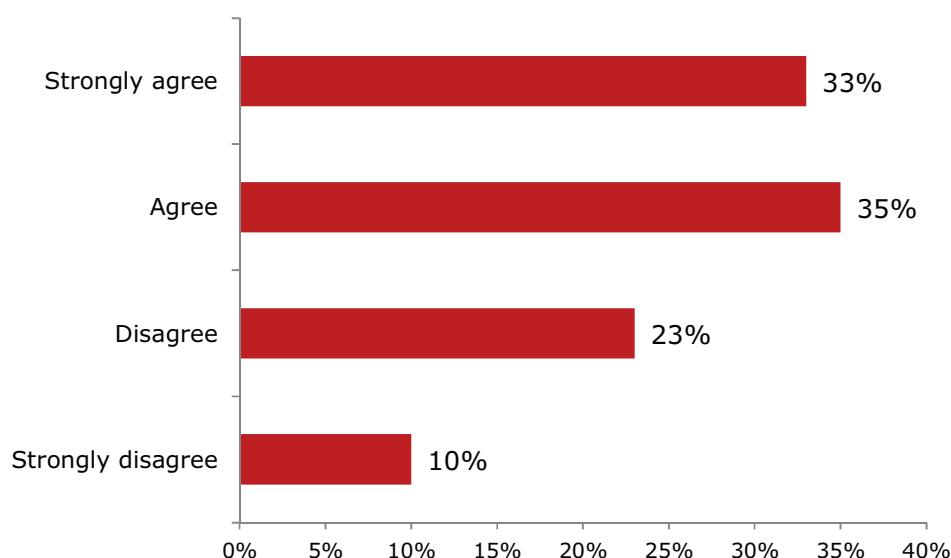
5. There should be more hard standing landscaping within our green spaces

Just over two thirds of customers (67%) agree with some extent with the statement that there should be more hard standing landscaping within our green spaces, with 33% agreeing strongly and 35% agreeing. One third of customers (33%) disagree with this statement to some extent, with 10% strongly disagreeing and 23% disagreeing.

The overall mean rating is 2.9.

- Females are more likely than males to strongly disagree.
- 45+ year olds are those more likely to disagree.
- UK residents are those less likely to strongly disagree.
- Customers who visit less frequently than weekly are those less likely to strongly agree, with those who never visit being those more likely to strongly agree and those less likely to strongly disagree.
- Residents are those more likely to strongly agree.
- 2012 customers are more likely to strongly agree and are less likely to agree than 2009 customers.

Chart 5: Extent to which agree with statement; There should be more hard standing landscaping within our green spaces



Sample base = 947, all customers who provided a response, single response

Table 5: Extent to which agree with statement; There should be hard standing landscaping within our green spaces

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (467) | (471) | (104) | (475) | (319) | (528) | (395) | (564) | (215) | (168) |
| Strongly disagree | 8% | 12% | 6% | 10% | 11% | 11% | 8% | 11% | 6% | 8% |
| Disagree | 25% | 22% | 21% | 22% | 28% | 25% | 20% | 23% | 27% | 19% |
| Agree | 33% | 36% | 40% | 36% | 32% | 33% | 37% | 33% | 37% | 38% |
| Strongly agree | 35% | 30% | 33% | 32% | 30% | 31% | 35% | 33% | 30% | 36% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (342) | (283) | (191) | (131) | (471) | (363) | (102) | (976) | (947) |
| Strongly disagree | 11% | 11% | 8% | 5% | 9% | 10% | 12% | 9% | 10% |
| Disagree | 22% | 26% | 23% | 18% | 23% | 25% | 20% | 20% | 23% |
| Agree | 31% | 37% | 37% | 36% | 35% | 36% | 27% | 43% | 35% |
| Strongly agree | 36% | 26% | 33% | 41% | 33% | 30% | 42% | 28% | 33% |

Sample base = as detailed, all customers who provided a response, single response

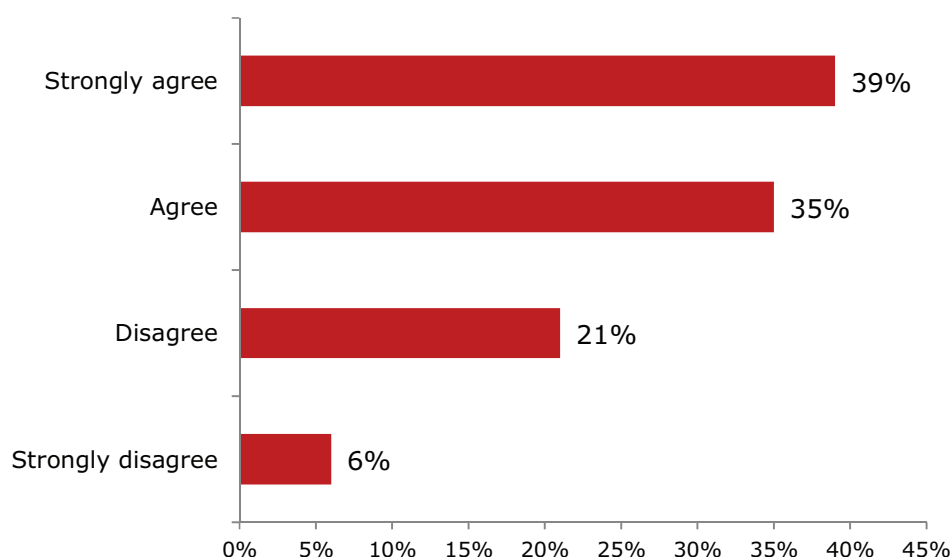
6. There should be more staff presence in the gardens in the City

Nearly three quarters of customers (73%) agree to some extent with the statement that there should be more staff presence in the gardens in the City, with 39% strongly agreeing and 35% agreeing. Just over one quarter of customers (27%) disagree with this statement to some extent, with 6% disagreeing strongly and 21% disagreeing.

The overall mean rating is 3.1.

- Customers aged 25-44 years old are those less likely to strongly agree.
- London residents are those less likely to agree and residents from abroad are those less likely to disagree.
- Residents are those less likely to disagree.
- 2012 customers are more likely to strongly agree and less likely to agree than 2009 customers.

Chart 6: Extent to which agree with statement; There should be more staff presence in the gardens in the City



Sample base = 865, all customers who provided a response, single response

Table 6: Extent to which agree with statement; There should be more staff presence in the gardens in the City

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (422) | (436) | (95) | (428) | (293) | (488) | (354) | (522) | (195) | (148) |
| Strongly disagree | 6% | 6% | 5% | 5% | 7% | 6% | 6% | 6% | 6% | 4% |
| Disagree | 23% | 20% | 25% | 23% | 20% | 23% | 20% | 23% | 23% | 14% |
| Agree | 36% | 33% | 28% | 36% | 34% | 35% | 35% | 32% | 38% | 38% |
| Strongly agree | 36% | 41% | 41% | 35% | 39% | 37% | 40% | 39% | 33% | 44% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|-------|------------------|-------|-----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resid-ent | 2009 | 2012 |
| Sample base | (331) | (256) | (178) | (100) | (435) | (323) | (96) | (975) | (865) |
| Strongly disagree | 7% | 4% | 3% | 8% | 6% | 6% | 5% | 9% | 6% |
| Disagree | 23% | 24% | 16% | 17% | 23% | 23% | 13% | 20% | 21% |
| Agree | 34% | 32% | 38% | 38% | 35% | 34% | 37% | 45% | 35% |
| Strongly agree | 35% | 40% | 43% | 37% | 37% | 38% | 46% | 27% | 39% |

Sample base = as detailed, all customers who provided a response, single response

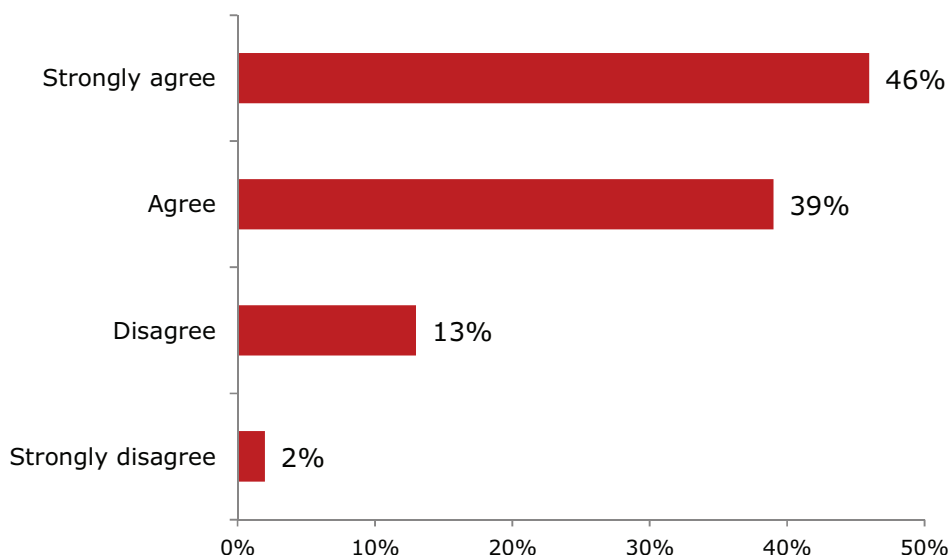
7. There should be more focus on encouraging wildlife in the City

85% of customers agree to some extent with the statement that there should be more focus on encouraging wildlife in the City, with 46% strongly agreeing and 39% agreeing. 15% of customers disagree with the statement to some extent, with 2% strongly disagreeing and 13% agreeing.

The overall mean rating provided is 3.3.

- Males are more likely to strongly disagree than females.
- 25-44 year olds are those less likely to strongly disagree.
- Customers of an Other ethnicity are more likely to strongly disagree than customers of a White British ethnicity.
- London residents are those less likely to agree and residents from abroad are those more likely to agree.
- Customers who have visited once are those less likely to disagree, and those who have never visited are those more likely to disagree.

Chart 7: Extent to which agree with statement; There should be more focus on encouraging wildlife in the City



Sample base = 940, all customers who provided a response, single response

Table 7: Extent to which agree with statement; There should more focus on encouraging wildlife in the City

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (466) | (467) | (107) | (475) | (310) | (531) | (386) | (566) | (211) | (163) |
| Strongly disagree | 3% | 1% | 3% | 1% | 3% | 1% | 3% | 2% | 1% | 1% |
| Disagree | 14% | 12% | 12% | 13% | 15% | 13% | 13% | 13% | 15% | 9% |
| Agree | 38% | 40% | 40% | 40% | 36% | 38% | 40% | 36% | 39% | 47% |
| Strongly agree | 46% | 47% | 45% | 46% | 47% | 48% | 44% | 48% | 44% | 44% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (348) | (277) | (194) | (121) | (480) | (349) | (100) | () | (940) |
| Strongly disagree | 2% | 1% | 1% | 4% | 2% | 1% | 3% | NA | 2% |
| Disagree | 11% | 15% | 7% | 24% | 15% | 11% | 9% | NA | 13% |
| Agree | 39% | 37% | 45% | 34% | 38% | 42% | 33% | NA | 39% |
| Strongly agree | 49% | 47% | 47% | 38% | 45% | 46% | 55% | NA | 46% |

Sample base = as detailed, all customers who provided a response, single response

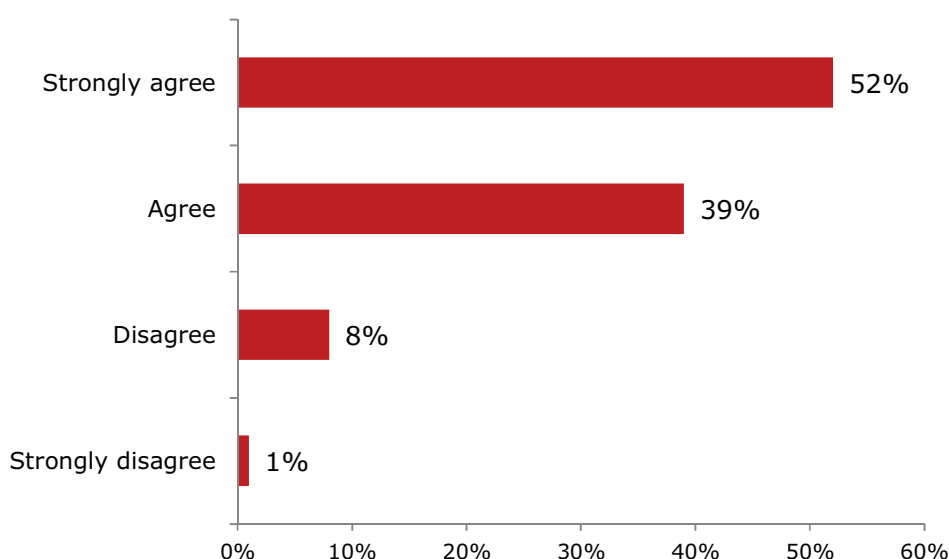
8. There should be more lawn areas for sitting in the City Gardens

Just over nine tenths of customers (91%) agree with some extent to the statement that there should be more lawn areas for sitting in the City Gardens, with 52% strongly agreeing and 39% agreeing. Just under one tenth of customers (9%) disagree with the statement to some extent.

The overall mean rating is 3.4.

- 45+ year olds are those more likely to strongly disagree.
- London residents are those more likely to strongly agree and those less likely to agree, while UK residents are those more likely to agree and those less likely to strongly agree. Residents from abroad are those less likely to disagree.
- Customers who never visit are those more likely to strongly disagree.
- 2012 customers are more likely to strongly agree and to disagree and they are less likely to agree compared to 2009 customers.

Chart 8: Extent to which agree with statement; There should be more lawn areas for sitting in the City Gardens



Sample base = 983, all customers who provided a response, single response

Table 8: Extent to which agree with statement; There should be more Lawn areas for sitting in the City Gardens

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (482) | (492) | (112) | (494) | (327) | (543) | (414) | (582) | (220) | (181) |
| Strongly disagree | 2% | 1% | 1% | 1% | 2% | 1% | 1% | 1% | 1% | 1% |
| Disagree | 9% | 7% | 6% | 8% | 10% | 9% | 7% | 8% | 10% | 4% |
| Agree | 39% | 39% | 44% | 37% | 39% | 38% | 41% | 36% | 46% | 41% |
| Strongly agree | 50% | 53% | 49% | 55% | 50% | 53% | 51% | 55% | 44% | 54% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (354) | (293) | (207) | (129) | (490) | (382) | (100) | (1024) | (983) |
| Strongly disagree | 1% | 1% | 0% | 3% | 1% | 1% | 2% | 2% | 1% |
| Disagree | 8% | 9% | 8% | 5% | 8% | 8% | 5% | 4% | 8% |
| Agree | 36% | 38% | 41% | 45% | 39% | 38% | 40% | 55% | 39% |
| Strongly agree | 55% | 52% | 51% | 47% | 52% | 52% | 53% | 40% | 52% |

Sample base = as detailed, all customers who provided a response, single response

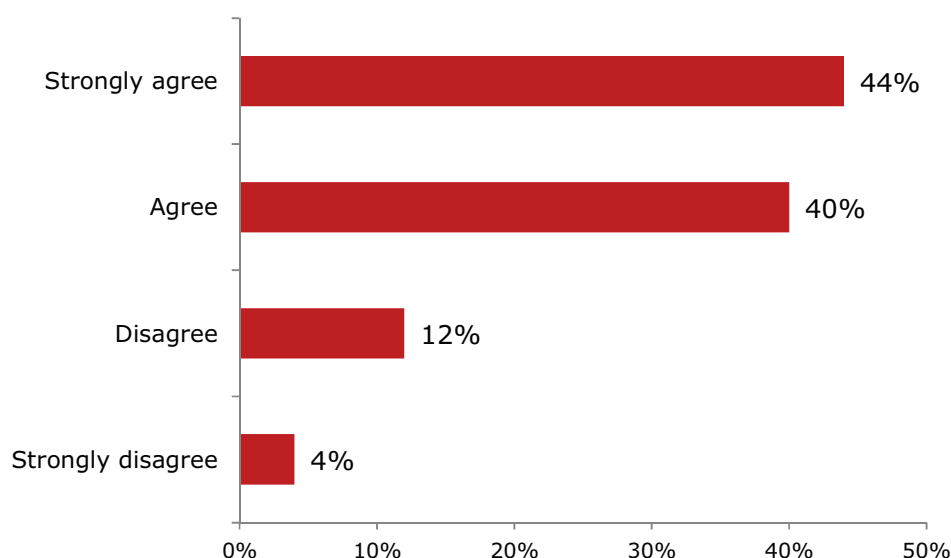
9. There should be more opportunities to learn about "natural play"

Over four fifths of customers (84%) agree to some extent with the statement that there should be more opportunities to learn about "natural play", with 44% agreeing strongly and 40% agreeing. 16% of customers disagree with this statement to some extent, with 4% disagreeing strongly and 12% disagreeing.

The overall mean rating provided is 3.2.

- Customers from an Other ethnicity are more likely to agree, with customers from a White British ethnicity more likely to disagree.
- UK residents are those more likely to disagree. Residents from abroad are those more likely to strongly agree and those less likely to disagree.
- Customers who visit less than weekly are those more likely to agree and those less likely to agree strongly. Customers who have visited only once are those more likely to strongly agree and are those less likely to disagree. Customers who have never visited are those more likely to strongly disagree.
- Workers are those more likely to disagree and less likely to strongly agree. Visitors are those less likely to agree. Residents are those more likely to strongly agree and those less likely to disagree.

Chart 9: Extent of agreement with statement; There should be more opportunities to learn about "natural play"



Sample base = 879, all customers who provided a response, single response

Table 9: Extent to which agree with statement; There should be more opportunities to learn about "natural play"

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (433) | (438) | (97) | (437) | (298) | (486) | (369) | (525) | (194) | (160) |
| Strongly disagree | 4% | 4% | 2% | 5% | 4% | 4% | 4% | 5% | 3% | 2% |
| Disagree | 13% | 10% | 6% | 13% | 12% | 16% | 7% | 12% | 17% | 4% |
| Agree | 41% | 39% | 44% | 41% | 37% | 37% | 45% | 41% | 39% | 40% |
| Strongly agree | 42% | 47% | 47% | 41% | 47% | 43% | 44% | 42% | 41% | 54% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (318) | (264) | (180) | (117) | (440) | (335) | (93) | () | (879) |
| Strongly disagree | 3% | 5% | 3% | 9% | 5% | 3% | 2% | NA | 4% |
| Disagree | 13% | 13% | 7% | 12% | 16% | 9% | 3% | NA | 12% |
| Agree | 37% | 46% | 39% | 40% | 40% | 42% | 38% | NA | 40% |
| Strongly agree | 48% | 37% | 51% | 39% | 40% | 47% | 57% | NA | 44% |

Sample base = as detailed, all customers who provided a response, single response

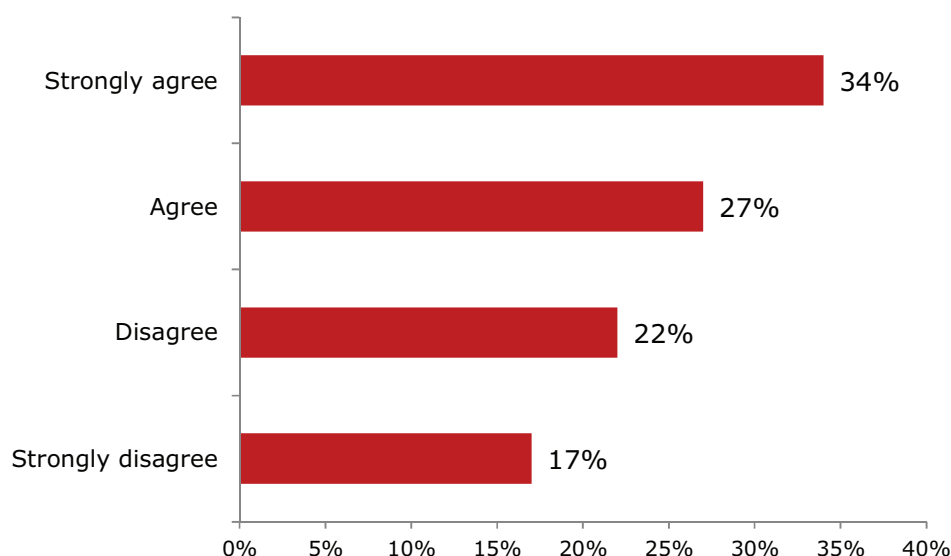
10. There should be more children's play equipment

Just over three fifths of customers (61%) agree to some extent with the statement that there should be more children's play equipment, with 34% agreeing strongly and 27% agreeing. Nearly two fifths of customers (39%) disagree with this statement to some extent, with 17% strongly disagreeing and 22% disagreeing.

The overall mean rating provided is 2.8.

- 45+ year olds are those more likely to strongly disagree and those less likely to strongly agree.
- Customers of a White British ethnicity are more likely to disagree than customers of an Other ethnicity.
- Residents from abroad are those more likely to strongly agree.
- Workers are those more likely to strongly disagree and disagree and are those less likely to agree.
- Visitors are those more likely to agree and are those less likely to strongly disagree.

Chart 10: Extent of agreement with statement; There should be more children's play equipment



Sample base = 868, all customers who provided a response, single response

Table 10: Extent to which agree with statement; There should be more children's play equipment

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (431) | (430) | (95) | (432) | (293) | (491) | (355) | (526) | (195) | (147) |
| Strongly disagree | 17% | 17% | 12% | 15% | 23% | 15% | 20% | 19% | 15% | 12% |
| Disagree | 24% | 20% | 20% | 23% | 23% | 25% | 19% | 23% | 24% | 17% |
| Agree | 28% | 27% | 30% | 27% | 28% | 28% | 27% | 27% | 28% | 29% |
| Strongly agree | 31% | 36% | 39% | 36% | 27% | 33% | 34% | 32% | 33% | 42% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (326) | (257) | (169) | (116) | (438) | (329) | (90) | () | (868) |
| Strongly disagree | 19% | 15% | 12% | 22% | 20% | 11% | 22% | NA | 17% |
| Disagree | 23% | 25% | 20% | 16% | 25% | 20% | 17% | NA | 22% |
| Agree | 25% | 27% | 30% | 30% | 24% | 33% | 22% | NA | 27% |
| Strongly agree | 32% | 34% | 38% | 33% | 31% | 37% | 39% | NA | 34% |

Sample base = as detailed, all customers who provided a response, single response

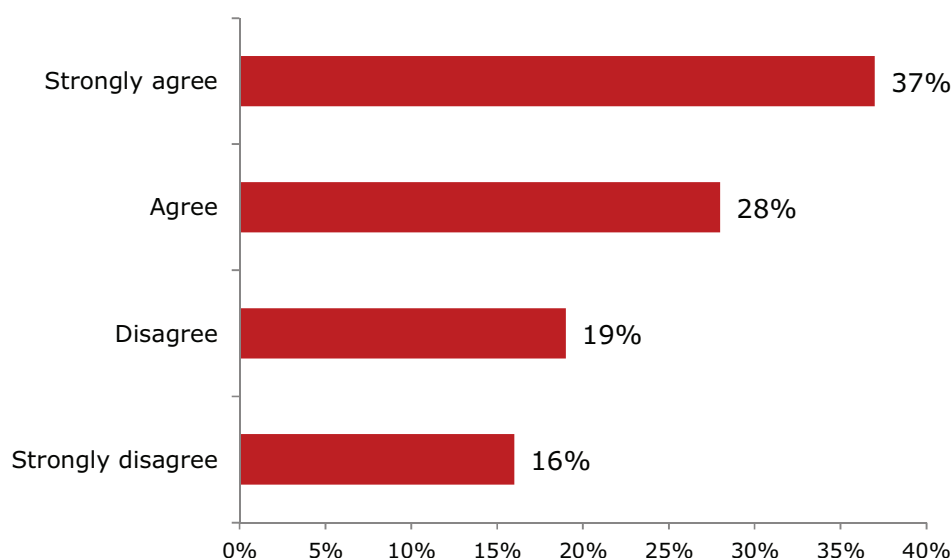
11. There should be more sports facilities for children and adults

Nearly two thirds of customers (64%) agree to some extent with the statement that there should be more sports facilities for children and adults, with 37% agreeing strongly and 28% agreeing. Over one third of customers (36%) disagree with this statement to some extent, with 16% disagreeing strongly and 19% disagreeing.

The overall mean rating is 2.9.

- Under 25 year olds are those less likely to strongly disagree, as are 25-44 year olds. 45+ year olds are those more likely to strongly disagree and those less likely to strongly agree.
- London residents are those more likely to strongly disagree and those less likely to agree. UK residents are those more likely to agree and less likely to strongly agree. Residents from abroad are those less likely to strongly disagree.
- Customers visiting less often being those less likely to strongly agree. Customers who have visited once are those less likely to strongly disagree.
- Workers are those more likely to strongly disagree whilst visitors are those less likely to strongly disagree.

Chart 11: Extent to which agree with statement; There should be more sports facilities for children and adults



Sample base = 889, all customers who provided a response, single response

Table 11: Extent to which agree with statement; There should be more sports facilities for children and adults

Children and adults

| Extent agree with statement | Profile of customer | | | | | | | | | |
|-----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (446) | (437) | (102) | (447) | (292) | (504) | (364) | (546) | (198) | (145) |
| Strongly disagree | 16% | 17% | 8% | 13% | 24% | 15% | 18% | 19% | 13% | 10% |
| Disagree | 21% | 17% | 18% | 20% | 20% | 21% | 18% | 20% | 19% | 17% |
| Agree | 27% | 29% | 31% | 28% | 27% | 29% | 27% | 23% | 37% | 31% |
| Strongly agree | 36% | 37% | 43% | 39% | 30% | 35% | 38% | 38% | 31% | 42% |

| Extent agree with statement | Profile of customer | | | | | | | | |
|-----------------------------|---------------------|-------|-------|-------|------------------|-------|----------|------------|-------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (335) | (262) | (176) | (116) | (450) | (334) | (94) | () | (889) |
| Strongly disagree | 19% | 17% | 10% | 17% | 20% | 11% | 20% | NA | 16% |
| Disagree | 20% | 21% | 18% | 16% | 21% | 18% | 15% | NA | 19% |
| Agree | 25% | 30% | 29% | 29% | 26% | 32% | 22% | NA | 28% |
| Strongly agree | 37% | 32% | 43% | 38% | 34% | 40% | 43% | NA | 37% |

Sample base = as detailed, all customers who provided a response, single response

12. Ways in which parks, gardens, churchyards and roadside planters in the City could be improved

Customers were asked for the ways in which they think parks, gardens, churchyards and roadside planters in the City could be improved. The full list of responses is detailed at Annex 1.

In grouping the responses, they fell quite evenly into the following nine categories, which each accounts for around one tenth of responses (around 8% to around 13%). The other comments which together relate to around 5% of comments fall outside of these categories and are detailed in Annex 1.

The nine categories are detailed in order of frequency of mention:

- More of them/more open space/more space
- More attractive/more colour
- More plants/flowers/trees/shrubs
- More publicity/promotion/advertising/signs/information
- Safety related/more staff/lighting
- More seating/shelters/places for lunch
- Cleaner/tidier/better kept/better maintained/tidy leaves
- More to do/more activities
- More facilities/play things.

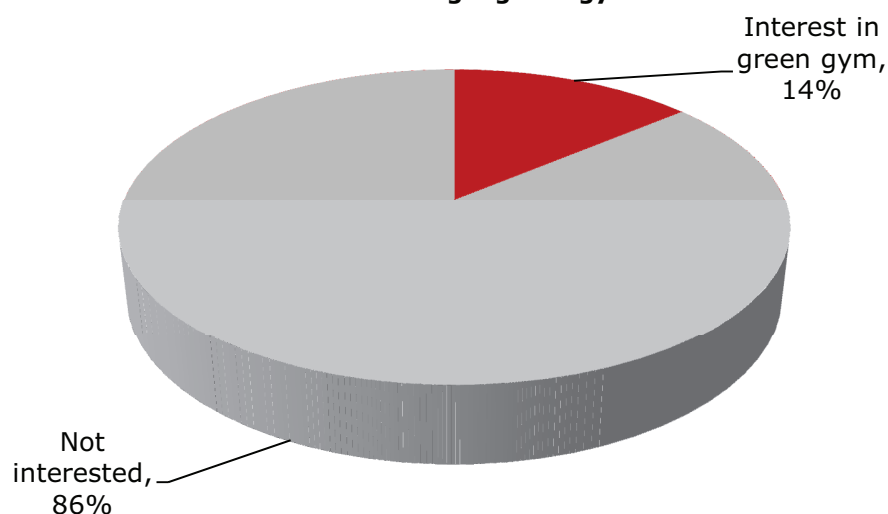
Section 5. Involvement with parks, gardens and churchyards

1. Interest in a green gym

Just over one tenth of customers (14%) would be interested in attending a green gym session held in one of the City's open spaces that helps people to keep fit and healthy whilst improving the environment. 87% of customers would not be interested in attending a green gym.

- *Under 25 year olds and 25-44 year olds are those more interested and 45+ year olds are those less interested.*
- *Customers of a White British ethnicity are more likely to not be interested than customers of an Other ethnicity.*
- *London residents are those more likely to be interested, and UK residents and residents from abroad are those less likely to be interested.*
- *Customers who visit at least weekly are those more likely to be interested, and those who have visited only once are those less likely to be interested.*
- *Visitors are those less likely to be interested and residents are those more likely to be interested.*

Chart 1: Interest in attending a green gym



Sample base = 1012, all customers who provided a response, single response

Table 1: Interest in a green gym

| Interest in a green gym | Profile of customer | | | | | | | | | |
|-------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (499) | (505) | (115) | (510) | (339) | (556) | (431) | (598) | (225) | (189) |
| Interested | 14% | 13% | 20% | 17% | 7% | 12% | 16% | 21% | 4% | 2% |
| Not interested | 86% | 87% | 80% | 83% | 93% | 89% | 84% | 79% | 96% | 98% |

| Interest in a green gym | Profile of customer | | | | | | | | |
|-------------------------|---------------------|-------|-----------|-------|------------------|-----------|------------|------------|--------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (361) | (296) | (216) | (139) | (504) | (393) | (104) | () | (1012) |
| Interested | 21% | 15% | 3% | 9% | 15% | 9% | 24% | NA | 14% |
| Not interested | 79% | 86% | 97% | 91% | 85% | 91% | 76% | NA | 87% |

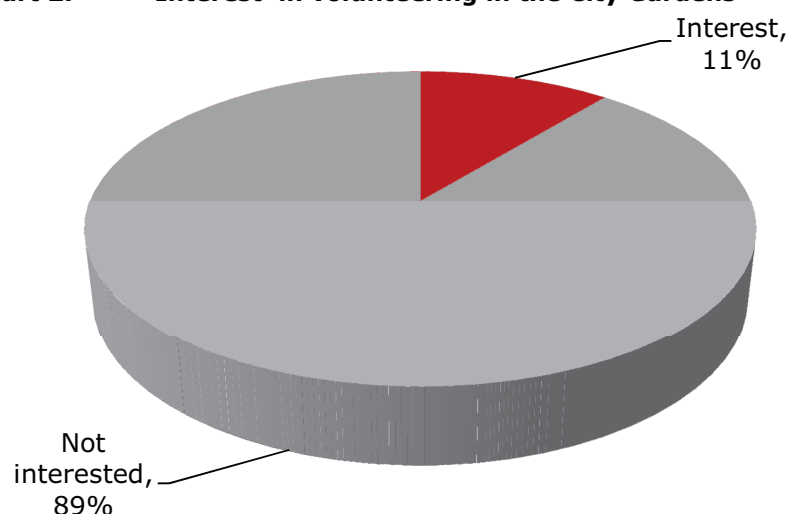
Sample base = as detailed, all customers who provided a response, single response

2. Interest in volunteering

Just over one tenth of customers (11%) would be interested in volunteering in the City Gardens. 89% of customers would not be interested in volunteering.

- 25-44 year olds are those more likely to be interested and 45+ year olds are those less likely to be interested.
- London residents are those more likely to be interested with UK residents and residents from abroad those less likely to be interested.
- Customers who visit at least weekly are those more likely to be interested, whilst those who visited once or who never visit are those less likely to be interested.
- Visitors are those less likely to be interested, whilst residents are those more likely to be interested.
- Customers in 2012 are more likely to be interested than customers in 2009.

Chart 2: Interest in volunteering in the City Gardens



Sample base = 1012, all customers who provided a response, single response

Table 2.1: Interest in volunteering in the City Gardens

| Interest in a volunteering | Profile of customer | | | | | | | | | |
|----------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (499) | (505) | (115) | (510) | (339) | (556) | (431) | (598) | (225) | (189) |
| Interested | 10% | 11% | 9% | 13% | 6% | 11% | 10% | 16% | 4% | 3% |
| Not interested | 90% | 89% | 91% | 87% | 94% | 89% | 90% | 84% | 96% | 97% |

| Interest in volunteering | Profile of customer | | | | | | | | |
|--------------------------|---------------------|-------|-----------|-----------|------------------|-----------|------------|------------|------------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resident | 2009 | 2012 |
| Sample base | (361) | (296) | (216) | (139) | (504) | (393) | (104) | (1059) | (1012) |
| Interested | 18% | 9% | 4% | 5% | 11% | 5% | 32% | 3% | 11% |
| Not interested | 82% | 91% | 96% | 95% | 89% | 95% | 68% | 97% | 89% |

Sample base = as detailed, all customers who provided a response, single response

Table 2.2: Preferred time for volunteering

| Preferred time for volunteering | % response |
|---------------------------------|------------|
| Weekends afternoons | 38% |
| Weekends mornings | 36% |
| Weekends lunchtimes | 30% |
| Weekdays evenings | 15% |
| Weekdays lunchtimes | 11% |
| Weekdays mornings | 9% |
| Weekends evenings | 9% |
| Weekdays afternoons | 6% |

Sample base = 53, all customers who are interested in volunteering and provided a response, multiple response

61% of customers who were interested in volunteering provide time/s and day/s when they would be most interested, with 39% of customers unsure.

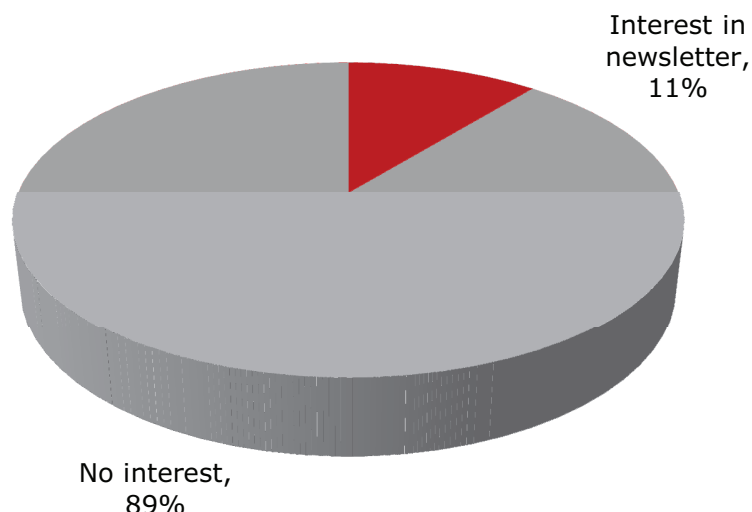
Week end afternoons, mornings and lunchtimes are the most popular times identified.

3. Interest in receiving the City Gardens Section newsletter

Just over one tenth of customers (11%) would be interested in receiving a bi-monthly newsletter about news and events in the gardens.

- Males are more interested than females in receiving a bi-monthly newsletter.
- 45+ year olds are those less likely to be interested.
- London residents are those more likely to be interested, with UK residents and residents from abroad those less likely to be interested.
- Customers who visit at least weekly are those more likely to be interested. Customers who have visited only once are those less likely to be interested, with those who have never visited being more likely to state they are not interested.
- Visitors are those less likely to be interested, and residents are those more likely to be interested in receiving a bi-monthly newsletter.

Chart 3: Interest in receiving a bi-monthly newsletter about news and events in the gardens



Sample base = 1012, all customers who provided a response, single response

Table 3: Interest in receiving a bi-monthly newsletter about news and events in the gardens

| Interest in newsletter | Profile of customer | | | | | | | | | |
|------------------------|---------------------|--------|----------|-------|-------|---------------|-------|-----------|-------|--------|
| | Gender | | Age | | | Ethnicity | | Residence | | |
| | Male | Female | Under 25 | 25-44 | 45+ | White British | Other | London | UK | Abroad |
| Sample base | (499) | (505) | (115) | (510) | (339) | (556) | (431) | (598) | (225) | (189) |
| Interested | 13% | 9% | 11% | 12% | 8% | 12% | 10% | 15% | 7% | 3% |
| Not interested | 87% | 91% | 89% | 88% | 92% | 88% | 90% | 85% | 93% | 97% |

| Interest in newsletter | Profile of customer | | | | | | | | |
|------------------------|---------------------|-------|-------|-------|------------------|-------|-----------|------------|--------|
| | Frequency of visit | | | | Reason for visit | | | Year Total | |
| | Weekly plus | Less | Once | Never | Work | Visit | Resid-ent | 2009 | 2012 |
| Sample base | (361) | (296) | (216) | (139) | (504) | (393) | (104) | () | (1012) |
| Interested | 18% | 11% | 3% | 7% | 12% | 5% | 31% | NA | 11% |
| Not interested | 82% | 89% | 97% | 94% | 89% | 95% | 69% | NA | 89% |

Sample base = as detailed, all customers who provided a response, single response

Annex 1: Ways in which the parks, gardens, churchyards and roadside planters in the City could be improved

- A bit more about the history of the parks
- A bit presumptuous for me to say (don't use them)
- A few more open spaces would be great
- Accessible
- Add more greenery
- All good, don't know
- An onsite cafe
- Appearance, should be signposts letting people know where they are, points at tube stations
- Ashtrays
- Ban alcohol
- Beautiful water features perhaps at other parks as well
- Being more parks
- Bench, pathways that aren't stony
- Better and more lighting
- Better cleaning of the seats of a weekday, a bit more maintenance
- Better colours
- Better coverings for seats in dull weather
- Better CRB checks on staff and remove contractors
- Better equipment in place, gym equipment
- Better general up keep to encourage kids in them
- Better lighting
- Better lights, leaves cleared away more often
- Better maintained
- Better maintained, checked more regularly
- Better provision needed for bad weather, covered seating perhaps
- Better public toilets
- Better quality seating
- Better seating quality
- Better seats, more of them, covered maybe parasols
- Better signage
- Better signs inside the garden
- Bigger bins, less poo on seats, more seats
- Bigger roadside planters with more flowers in them
- Bigger, cleaner, dog friendly
- Bins emptied more
- Bit more exposure
- Brighten it up, flowers
- Brighten them up
- Brighten up, more encouraging
- Brighter and more colourful please
- By the local boroughs putting more money in
- Cafes in the park
- CCTV around and more lighting during winter
- Change planters, low maintenance more natural looking, water conservation
- Change the law to give people more power so you don't get the drug takers in the gardens and parks
- Children's playground, available brochure
- Churchyards don't usually feel inviting for people as you feel if you are not a church goer you wouldn't usually be in these parts
- Clean up cigarettes on the ground
- Cleaned more often
- Clear the leaves away
- Clear up leaves/weeds, put more pretty displays in

- Cleared entrance and info signs available
- Coloured lighting
- Coloured water in fountains
- Coloured waterfall displays
- Colourful plants/flowers
- Connect them so you can get from one to another - walkway
- Could be a little bit more of everything
- Could be cleaner
- Could be told more what's going on in them in the city
- Could have swept leaves more
- Covered and more comfortable seating
- Covered benches
- Covered seats and marquees in bad weather conditions
- Covered seats would be nice
- Create something different for the people
- Did not know there are any parks or gardens here
- Difficult to say because of the space available
- Dog fouling cleaning
- Don't know, cigarette butts seem to be a big problem
- Don't let the homeless in the gardens
- Draw more attention to them, marketing them better
- Eating facilities
- Eating facilities i.e. snack bars, coin operated drink machines, chocolates etc.
- Eating places outside
- Employ staff to keep the place clean and tidy, plant more trees, landscape for attraction
- Employ trained staff to maintain the gardens, provide more seating area, take place back to nature
- Encourage more people to come in winter season as it's very pretty
- Encourage tourists, attract more, improve landscape to attract more tourists
- Encouragement to attend, more awareness, exhibitions, all of the above
- Filled all year with colour and cared for
- Fly the British flag
- Focus more on plants for more contact with nature
- Get rid of drunks and drug addicts add children's playgrounds
- Get rid of elves
- Give them a bigger budget
- Good activities and better lighting in dull season, more rubbish bins
- Happy with churchyards and gardens. You can find a lot about English history and think of all the booklets that you can get that are very good, say that they're doing a good job
- Happy with how they are, don't really think about them
- Happy with the areas I use, can't say
- Hard to improve
- Hardstands so you can use it throughout the year and it will be dry and not wet on your feet
- Have more of them
- Have more space to go where you can sit down lunchtimes in the summer
- Having more facilities for children, more wildlife and open spaces
- Heated lamps by table would be nice
- Heated parasols/lamps, burners in winter, Xmas decorations
- How can you relax with children's amenities, need quiet not screaming kids
- I don't know because I don't see them, need green area in front of the Bank of England
- I just think there should be more facilities more parks, more play areas
- I like the idea of sports centres, Ping-Pong idea in Soho Park
- Wider variety of plants
- If it's not already looked after
- If there's unused public space if it can be landscaped and converted to gardens
- If they organise events with corporates so we can play together at a weekend
- Improve lighting
- Improve facilities available to public
- Improve facilities, disabled access etc.

- Improve grass in winter time, remove railings so people know it's here!
- Improve lighting
- Improve lighting facilities
- Improve litter bins, have more
- Improve litter facilities i.e. more bins needed
- Improve maintenance and attractive plants
- Improve on attractive things, plants, trees etc.
- Improve pavement area in some places
- Improve public footpaths
- Improve sports facilities
- Improved paved areas, more flat, put down turf or real grass pathways
- In terms of variety a wider variety of plants, more style, something out of the French book
- Increase level of maintenance, more staff, not closing gardens
- Increasing staff
- Information
- Inside events, stalls, benches
- Installing gym equipment
- Interesting features, colours on waterfalls, music
- Internet to promote and local newspapers, radio Capital/Heart etc.
- Involve people who are dedicated to do tub plants, don't grow on own, need people motivated
- It's fine as it is
- It's much improved even to a decade ago, much improved
- It's very good here I've no idea the ground at St. Paul's very good
- It all starts with the people, more about nature less about people and money
- It could have tour guides
- It is lovely but more seats in the shade are needed
- It should be larger with less fencing more open
- Just keep them open!
- Just more flowers for longer in the year
- Just more of it really if possible
- Just more of them
- Just more seats and in the winter time that heaters should be put on the tables and to let people use the parks more and to not be lonely places in winter time
- Just more street trees
- Just need more space for people
- Just to have loos in the parks more
- Just to have more seats in the park
- Just to make sure you see staff or police more walking about
- Just to see more flowers in the city
- Just would be nice to see some plants at the stations in London
- Keep it clean all the time
- Keep it clean and staff all year round
- Keep them neat and tidy
- Keep up maintenance of gardens
- Keeping on track with my "agrees"
- Kept better
- Kept tidy
- Landscaping will be better
- Larger grass areas
- Leaves blown away/swept off paths
- Leaves cleaned up, grass to be planted in muddy areas
- Less concrete
- Less drab colour tubs
- Less fencing, more inviting
- Less greenery, more colour
- Less scaffolding if possible
- Let people stroll and see nature
- Like to see more flowers, small ones in the boundaries of the gardens and parks, just to see more colour

- Like to see more seasonal colours in the planters in the gardens
- Like to see more wildlife and more wild planting in the gardens
- Litter collection, keeping it clean and tidy
- Live flowers and stuff, anything colourful, not grey
- Looked after better ,more colourful flowers, plants
- Made bigger and green
- Maintaining, making sure less drunks in parks during day
- Make it look more attractive and pretty looking, especially in winter season
- Make it more exciting
- Make it more exciting, leisure facilities
- Make it more exciting, inviting, also more rubbish bins needed
- Make it more open, more advertising of it
- Make sure the gates are open all the time so you can use the parks all the time
- Make these places more exciting for workers after a hard day, maybe music etc./entertainment
- Make them more useable
- Maybe more activity in the parks in the London area, only know the big ones
- Maybe more info as to where they are at the tube station
- Maybe more seating so people can sit down
- More about how the gardens are maintained
- More access, more benches, more playground
- More activities and entertainment needed
- More activities needed these places are for general relaxation
- More activities throughout winter months needed
- More activities to do during November/December
- More activities, entertainment
- More activities, things to do
- More activities, things to do, especially holidays
- More activities/entertainment maybe in winter
- More advertising, awareness
- More adverts about them
- More advertising
- More advertising facilities available here
- More amenities, lighting needs improving
- More and better lights, lighting needed
- More areas for children and I would like to see more natural flowers in the spring and summer times
- More areas for children to play in
- More areas for sitting and benches
- More artwork, like interesting architecture like benches
- More attractions to the make the park more pleasant
- More attractive tubs
- More attractive, more interesting
- More back to nature in the parks
- More benches
- More benches please
- More benches, more flowers, more trees
- More benches, more green generally and more space
- More bins
- More chairs, single deckchairs for summer and more rain cover for winter
- More cleaning of the park
- More colour and activities
- More colour and flowers
- More colour flower and plants
- More colour in them
- More colour needed
- More colour needed in duller times/seasons
- More colour needed, not so drab
- More colour, flowers, shrubs etc.
- More colour, not so dull please

- More coloured items, it's too drab and grey
- More colourful
- More colourful displays
- More colourful flowers
- More colourful flowers in these areas
- More colours, flower displays/beds
- More comfortable seats, padded and leaves cleared
- More conservation areas, speech areas
- More covers when it rains
- More decor perhaps, more Xmas decorations
- More dog friendly
- More eating facilities
- More eating facilities, reasonably priced
- More enclosed
- More entertainment, activities provided throughout the year
- More equipment for sports in large parks needed
- More events
- More events, promote via radio, emails etc.
- More exciting activities for parents perhaps
- More exciting activities in the parks in London
- More facilities available in winter
- More facilities for people to have the place to buy food like the cafes in the park
- More facilities for picnics and to have more seats for the lunchtime in some of the parks
- More facilities for kids and teenagers, showing them nature and how to care because people useless - more people to care about things like throwing rubbish
- More facilities required
- More facilities/activities in winter season
- More flower blooms
- More flower displays and flower beds
- More flowering plants in winter and different coloured plants
- More flowers
- More flowers and colour needed in winter
- More flowers in summer time
- More flowers more live decorations along the spikes
- More flowers on the side of roads, more in the stations
- More flowers to show the different time of year, more seasons' flowers
- More flowers, colourful ones, not all green plants, just like wild flowers
- More flowers, less stone and concrete
- More flowers, more colourful ones, not just green plants and shrubs
- More flowers, more seating
- More flowers, not so many shrubs
- More flowers/displays
- More flowers not just green plants, but I feel very safe
- More flowers throughout the year
- More focus on entertainment outside in winter and better facilities please
- More focus on sports facilities for parents with young children
- More for children
- More for children in the parks
- More games areas in the parks and then more staff in the parks' loo
- More garden projects in the area and to be told where they are
- More grass, less pavement and more flower displays
- More grass in cobbled areas, enough grey already
- More grass space, especially in the summer
- More grass, even if artificial!
- More green
- More green areas
- More green places to eat
- More green space with children's play areas and advertising you let people know they are here

- More green spaces
- More green, more play structures
- More greenery and more nature trails
- More information about when it's closed or going to reopen in winter
- More information available, more internet usage
- More information where the parks are in London
- More info and leaflets for tourists to take away
- More information about the area with which we are standing in
- More information about what's going on in the area
- More information boards
- More information, plants, trees etc.
- More interaction, engage the public, amusement
- More investment, more of them
- More inviting, more enticing
- More kids' activities
- More kids' entertainment and things to do
- More kids' playground stuff
- More kids play areas on outskirts of city of London borders
- More kids' things and better general amenities needed as well
- More landscape with plenty of green spaces
- More landscaping
- More lawn and sitting area, make it clean and safe environment for users
- More lawn areas to sit and enjoy the city
- More leaflets and information please on plants etc.
- More lighting when dark
- More lighting in the parks of a winter time to make sure that they come on once it's a bit dull
- More lighting, especially in winter
- More lighting, take away some of the railings
- More lights in them
- More literature needed
- More literature on this, i.e. to take away
- More literature, information to publicise
- More literature, publicity required, more entertainment, activities throughout the year
- More litter bins
- More litter bins needed,, more seats too
- More litter bins so rubbish can be kept down
- More little trees and more roadside planters
- More local activities published
- More local information for people interested
- More local information
- More maintenance of leaves
- More money spent on nature, more expensive shrubs
- More money, invest in flowers to make more colourful and exciting
- More natural
- More natural environmental things, nature trails, walks etc.
- More natural places not planted so uniformed straight lines, more natural like fields
- More nature attracting plants
- More nature attractions
- More of it
- More of it, I think they do a really good job, I struggle to find what could be done better
- More of them
- More of them and bigger, more green space
- More of them and more lawn areas
- More of them for our wildlife
- More of them not enough compared to West End for instance
- More of them, greener
- More open - some of the smaller parks and more seats too
- More open space x2

- More open space needed
- More open space with flowers and colours in them
- More open spaces x7
- More outside eating places
- More places to eat lunch in the winter months
- More park keepers when it's dusk and that I think the parks are good as they are now
- More parks around
- More parks that do music in summer
- More pedestrianised areas
- More people about, maybe more benches and that sort of stuff
- More people employed for directions, but I think the way it is quite good
- More people in the gardens
- More places to sit
- More places to sit and eat lunch
- More places with cover for the winter months
- More plants in the bank, more colourful flowers
- More planters, more trees in pots about the city to make it greener
- More planting of indigenous species
- More planting with wild flowers for the bees, more planting of wild flowers
- More plants
- More plants and shrubs used/planted
- More plants and open spaces
- More plants in them might help
- More plants or trees
- More plants with colourful flowers
- More plants, more colour
- More play areas for children in large parks
- More play areas for children in London, it's mainly for adults
- More play areas for children and to keep wildlife safe
- More play facilities for adults in the parks
- More promotion, focus more on running/gym
- More public events in centres/parks etc.
- More public walkways
- More publicity
- More publicity about them
- More publicity to get people coming
- More publicity, more advertising
- More publicity, radio etc.
- More quality seats, less uncomfortable
- More refreshments and toilets
- More safe in the evening
- More safety measures
- More seasonal flowering plants, more colours
- More seated areas, more shelter for poorer weather
- More seating
- More seating areas, not enough
- More seating if possible
- More seating in parks and more flower planting in spring
- More seating in the parks and gardens in summer so you don't always have to sit on the grass
- More seating space
- More seats
- More seats and more natural wild flowers in the parks
- More seats and sheltered areas, cafe or restaurant
- More seats needed
- More seats, harder grass for better wear
- More seats and chairs
- More secure against vandalism
- More security

- More shelter, covered areas
- More shelter, more toilets
- More shelters for when it rains, like over where you sit
- More sights and routes marked to follow and how long it takes you to travel it
- More signposts
- More signposts so people know where they are
- More signs
- More signs about the areas and I think more staff to be in there too
- More signs and how to get to parks
- More sitting areas
- More sitting in parks and gardens for when bad weather, like heating and covers
- More space
- More space and lots of nature such as trees
- More space for children
- More space for sport
- More sports
- More sports facilities in the parks
- More staff and volunteers to keep the place clean
- More staff around and CCTV
- More staff available
- More staff in parks
- More staff in the parks
- More staff on the parks
- More staff presence
- More staff to advice people of local parks in the city
- More staff to see in parks
- More staff, bins
- More staff, cleaners, clean up burial stones and leaves too
- More staff, more lighting
- More staff, put up taxes to pay for it!
- More sun shades, benches for busy summer periods especially when tourists come and can be very busy
- More swings etc. for young children
- More things about wildlife in the parks
- More things for children to play with
- More things for people to go to in parks, more cafes
- More things to do are needed, especially in London
- More to do for children
- More to do in winter times in the parks. Think more planting of plants should be more seasons like summer of flowering plants
- More tourist pamphlets
- More trees
- More trees and maybe more staff around
- More trees and play areas, things to do other than walking around
- More trees in pots and flowers in planters
- More trees, it's good for nature
- More trees, nature friendly plants
- More trees, pleasant and attractive area for visitors
- More tropical plants/shrubs etc.
- More turf/grass needed
- More variety of plants and flowers needed, more litter bins
- More variety of plants, colourful plants and tropical plants to liven it up
- More visible staff x2
- More water features x2
- More water fountains in the parks and dog walking areas
- More waterfalls and features
- More wildflowers in parks to make them more colourful throughout the year
- More wildlife
- More wildlife in the city

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- More wildlife talks in the parks to keep the wildlife safe in all parks
 - More winter shrubs and colour, too green otherwise
 - More water displays
 - More Xmas significant at festive times
 - Move more trees to central locations
 - Nature trails, more involvement/back to nature ideas
 - Need more flowers in bloom around over city window boxes
 - Need more of them
 - Need more of them
 - Need to advertise more
 - Needs more bins, shelter
 - Needs more colour and flowers so it's not so dull
 - Nicer looking plants in the planters, more colourful
 - Nicer plants
 - New construction and plants etc.
 - No children's activities, just relax time!
 - No idea, not my job to know that type of information
 - No play equipment, make it more natural looking, lots of coloured flowers
 - Outside the Royal Exchange to be tended regularly
 - Perhaps a bit more lighting in the evening when it's dark
 - Perhaps a few more benches
 - Perhaps not so grey looking
 - Plant flowers according to season, focus less on wildlife
 - Plant grass seed
 - Plant more trees
 - Planted the whole year instead of digging up perfectly good plants and throwing them away
 - Prettier
 - Probably keep them cleaner and spend more money on them I suppose
 - Promote London parks
 - Promote parks in the papers
 - Protect it more
 - Provision for lawn and staff to maintain well trained staff
 - Publicise events or do more public things
 - Publicise more, promote parks
 - Publicise them
 - Publicise these lovely places
 - Put money into them
 - Put more trees
 - Railings should be painted more to keep the older parks how they used to be with more maintenance for the rails around the burial grounds
 - Recycling bins should be available
 - Refreshments, seating, play area
 - Replant grass areas, introduce red squirrels
 - Rooftop spaces, to be more innovative like NYC
 - Rubbish cleared for planters
 - Said it all here
 - Seasonal planters
 - Seating x2
 - Seating, public toilets
 - See more wild flowers
 - Should be more spaces that you can eat your lunch and sit down more
 - Shelter
 - Shelter and rubbish bins
 - Shelter with seats or tea room/stand, water feature
 - Shelter, tables
 - Sheltered areas
 - Shelter when rain
 - Shelter, seating

- Should be more of them in very good condition compared to other boroughs
- Should be more sitting areas
- Should have a live-in caretaker
- Signposts
- Smaller units, too big
- Some grass/turf, flower beds
- Sometimes hard to find them all, you stumble across them they need to be highlighted on streets where they are
- Sports facilities for children
- Spruce it up, make not so grey and dull looking
- Spruce up the parks make more exciting, invest more money, more nice flowers
- Staff
- Summertime extend hours, more activities to do
- Tables for eating
- Take better care of, looked after more
- Tearooms
- Tell people where they are and give maps to explain where they are
- Tell people where they are, advertise local press, notice boards
- The fact that it should be more natural in the planting of plants (like Queens Park) more flowering plants
- The green spaces and trees needed, soften the hard edges
- The only thing is it shouldn't close
- There's enough for people who work in the city
- There could be more of them with a little bit more space
- There is a lot of grey, nice if there's more green
- There should be more children's play things and somewhere to put rubbish
- There should be more open spaces and benches, as in the summer it's hard to get a seat
- They are lovely, just don't build on them!
- They should improve the wildlife in all of the parks and churchyards to keep everything safe
- Things for kids
- Think it's good to see all open spaces
- Think more flowers in the summer and just more plants
- Think more spaces for dogs, to have an area that you could let your dog off without it running round the park, an enclosed area
- Think they are good, don't think they can be improved
- To be clean and if possible more trees, open spaces to run as well and wildlife and if safe
- To be made more aware of where they are
- To be told more where the parks and gardens are
- To be told more where the parks are
- To find out more about where they're, not easy to find them
- To have more things going on in the winter months and more seats to eat lunch
- To improve and tell people where they are so you can get there
- To know where the parks and gardens in the city are
- To provide more parks
- To see more flowers on the roadside
- Up keep of gardens
- What happens to flowers when you change them? A massive waste?
- What I'm looking for is maintaining when walked over - keeping them maintained
- Winter flowers, more colour needed
- Would be nice/good to see flowers with the different times of the year. There are a lot of greens, more colour in the city would be good
- Would like to see more flowers like country flowers from Britain that are in the season at this time of year
- Xmas tree and lights
- Zero tolerance to dog fouling.



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Agenda Item 16

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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