



Open Spaces and City Gardens

Date: MONDAY, 25 NOVEMBER 2013

Time: 3.00pm

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

Members: Alderman Ian Luder (Chairman)
Deputy Alex Deane (Deputy Chairman)
Deputy Robert Howard
Wendy Mead
Barbara Newman
Jeremy Simons
Deputy Michael Welbank
Alderman Gordon Haines (Ex-Officio Member)
Deputy Stanley Ginsburg (Ex-Officio Member)
Virginia Rounding (Ex-Officio Member)

Enquiries: Alistair MacLellan
alistair.maclellan@cityoflondon.gov.uk

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBER'S DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 7 October 2013.

For Decision
(Pages 1 - 8)

4. **OUTSTANDING ACTIONS**
To receive a list of outstanding actions.

For Information
(Pages 9 - 10)

Part A - Open Spaces

5. **TERMS OF REFERENCE**
Report of the Town Clerk.

For Decision
(Pages 11 - 14)

6. **OPEN SPACES IDENTITY - OUTCOME OF THE MEMBERS' WORKING PARTY AND PRESENTATION OF DESIGNS**
Report of Director of Open Spaces.

For Decision
(Pages 15 - 22)

7. **PUBLIC RELATIONS UPDATE**
Report of the Director of Public Relations.

For Information
(Pages 23 - 30)

8. **OPEN SPACES DEPARTMENTAL SAFEGUARDING POLICY**
Report of the Director of Open Spaces.

For Decision
(Pages 31 - 52)

9. **POLICY ON THE USE AND COLLECTION OF IMAGES OF CHILDREN, YOUNG PEOPLE AND VULNERABLE ADULTS**
Report of the Director of Open Spaces.
- For Decision**
(Pages 53 - 66)
10. **BUSINESS PLAN: QUARTERLY PERFORMANCE UPDATE**
Report of the Director of Open Spaces.
- For Information**
(Pages 67 - 80)
11. **REVENUE AND CAPITAL BUDGETS 2013-14 AND 2014-15**
A report of the Chamberlain and the Director of Open Spaces.
- For Decision**
(Pages 81 - 90)

Part C - City Gardens

12. **SUPERINTENDENT'S UPDATE**
The Superintendent of City Gardens & West Ham Park to be heard.
- For Information**
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **URGENT ITEMS**

Part 2 - Non-Public Agenda

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 Act.
- For Decision**
16. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 7 October 2013.
- For Decision**
(Pages 91 - 92)
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**

OPEN SPACES AND CITY GARDENS
Monday, 7 October 2013

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room -
 2nd Floor West Wing, Guildhall on Monday, 7 October 2013 at 11.30 am

Present

Members:

Alderman Ian Luder (Chairman)
 Alderman Robert Hall
 Wendy Mead
 Deputy Alex Deane
 Deputy Robert Howard
 Barbara Newman
 Jeremy Simons
 Alderman Gordon Haines (Ex-Officio Member)
 Deputy Stanley Ginsburg (Ex-Officio Member)
 Virginia Rounding (Ex-Officio Member)

Officers:

Alistair MacLellan	- Town Clerk's Department
Angela Roach	- Town Clerk's Department
Sue Ireland	- Director of Open Spaces
Louisa Allen	- City Gardens Manager
Martin Rodman	- Superintendent, West Ham Park and City Gardens
Jennifer Allott	- Departmental Business Manager, Open Spaces Department
Alison Elam	- Chamberlain's Department
Edward Wood	- Comptroller and City Solicitor's Department
Victor Callister	- Department of the Built Environment

1. APOLOGIES

Apologies were received from Deputy Michael Welbank.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

Wendy Mead declared a non-pecuniary interest due to her membership of the City Bridge Trust Committee.

3. ELECTION OF DEPUTY CHAIRMAN

Following the resignation of Alderman Robert Hall as Deputy Chairman of the Committee, an election for the post was held in accordance with Standing Order 30. The Town Clerk read out a list of names of Members eligible to serve and Deputy Alex Deane, being the only Member expressing his willingness to serve, was duly appointed Deputy Chairman of the Committee for the remainder of the municipal year.

The Chairman welcomed Deputy Deane to the Deputy Chairmanship, and noted that a formal Vote of Thanks to Alderman Hall would be delivered by Mrs Barbara Newman at the meeting of the West Ham Park Committee later that day.

4. **MINUTES**

RESOLVED: that the minutes and non-public summary of the meeting held on 22 July 2013 were approved as a correct record, subject to 'Castle' being amended to 'Carter' (item 12) correction of word to 'Firefighters' (item 12) and correction of word to 'Stair' (item 12).

Matters Arising

The Value of Green Spaces to London and Londoners

The Director of Open Spaces informed the Committee that the report would be submitted to the Health and Wellbeing Board at its meeting on 6 November 2013.

Visits

A Member noted that there had been two recent visits by the Worshipful Company of Pattenmakers to the City Gardens.

Outstanding Actions

The Chairman requested that the Committee be provided with a schedule of outstanding actions as part of its agenda pack for future meetings.

5. **PLANNING COMMITMENTS FOR OPEN SPACES**

The Chairman introduced the tabled report on Planning Commitments in Open Spaces, and updated the Committee on his recent meeting with the Chairman of the Policy and Resources Committee to discuss the issue. He informed the Committee that the Chairman of Policy and Resources recognised the need for the City of London Corporation to state its case towards emerging strategic documents that would likely impact on property owned and managed by the Corporation, and therefore it was proposed that £25,000 be made available to fund formal expert planning and technical advice.

A Member welcomed the report, noting the impact of emerging Local Plans in local authorities bounding open spaces owned and managed by the Corporation. He noted however that often the Corporation found itself dealing with ad hoc planning applications such as The Water House and the Garden House adjacent to Hampstead Heath, and applications such as these absorbed a significant amount of local budgets. He argued therefore that a further £25,000 would be welcome to deal with such planning applications.

The Chairman did not disagree with the Member's point, but argued that the Committee needed to focus on what was possible, and in this instance it meant securing a guaranteed £25,000.

In response to a further message of support for additional funding on top of the proposed £25,000 the Chairman reminded the Committee that the Open Spaces Department would need to be accountable as to how it spent the additional funds, and that a transparent body of evidence of how the money was spent in the coming financial year would be useful in seeking further funding if it was demonstrably needed. Furthermore he noted the need to influence emerging strategic documents such as Local Plans at this moment in time to guarantee that the Corporation did not face having to make representations against, from its perspective, unsatisfactory planning applications over the next decade and beyond.

A Member agreed, arguing that the report before the Committee was an important document in that it was setting a precedent for securing additional funding from within the Corporation itself, and the initiative matched the emerging strategic ethos of the

Open Spaces and City Gardens Committee. Lastly he noted that the Greater London Authority was developing its own Local Plan and therefore he expressed the hope that officers would demonstrate continuing commitment to influencing the document.

RESOLVED:

- That members endorse the appended report to the Policy and Resources Committee recommending that £25,000 is made available during financial year 2013/14 on a strictly ring fenced basis for the purchase of formal expert planning and technical advice.

6. OPEN SPACES POLICY REVIEW

The Chairman introduced the report of the Director of Open Spaces on the Open Spaces Policy Review, noting that the review's purpose was to ensure that appropriate policies were in place and properly communicated to staff across the Open Spaces Department.

RECEIVED

7. OPEN SPACES ADVERSE WEATHER CANCELLATION REPORT

The Departmental Business Manager introduced a report on the draft Large Events Adverse Weather Cancellation policy, noting that a recent event cancellation had highlighted the desirability of such a policy. She highlighted that the policy would provide staff with key guidance and minimise the risk faced by the City of London Corporation.

An Observer commented that arguably the policy focused too much on short notice storm events whereas experience showed that cancellation was often the result of cumulative factors over a longer period of time. A Member agreed, noting that the recent event referred to by the Departmental Business Manager is her introduction was the cancellation of the Cross-Country Championships on Hampstead Heath where the ground had been affected by weather over a long period of time prior to the event rather than by a one-off occurrence of adverse weather.

The Deputy Chairman suggested that the proposed flow diagram in the draft policy include reference to Open Spaces Committee members being informed of event cancellations so that they could help assist in the management of the issue in their role as ambassadors for the Corporation.

RESOLVED:

- That subject to comments and suggestions by Members, the policy be adopted.

8. GREEN SPACES: THE BENEFITS FOR LONDONERS

The Chairman introduced a report of the Director of Open Spaces on the benefit of green spaces to London and Londoners. He expressed his opinion that the topic was arguably suitable for further research and invited the Director to approach higher education institutions within London to gauge whether any PhD candidates would choose to conduct research on the topic, with any necessary support from the Corporation of London. He concluded by recommending that green spaces such as

privately-owned/public-access areas such as churchyards and 'green roofs' within the City not be overlooked.

An Observer expressed disappointment with the report, stating that in his opinion it was simply a desk-based exercise. He hoped therefore that the potential PhD study would be more holistic in its approach. He identified the crux of his concern being that any study should establish in particular why green spaces were of such social and economic benefit to people.

A member of the Committee noted that she had attended the Museum of London Cultural Hub that morning and had reminded those present that the City Gardens should not be overlooked, and that for example areas of the City Gardens should feature on Direction Points throughout the City.

RECEIVED

9. GREEN FLAG AWARDS 2013

The Superintendent of City Gardens introduced a report on the Green Flag Awards 2013, noting that the results of London in Bloom Awards would feature as part of the City Gardens Manager's update.

RESOLVED:

- That the great success achieved by the City of London's Open Spaces in the Green Flag and London in Bloom Awards be noted and reported to the Court of Common Council on 24 October 2013.
- That the members of staff and volunteers across all of the Open Spaces be congratulated on their contribution to the Corporation's success in the awards.

10. ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENT GATEWAY 4 REPORT - SUMMARY FOR OPEN SPACES COMMITTEE

The Assistant Director (Environmental Enhancement) introduced the report of the Director of the Department of the Built Environment on the Aldgate Highway Changes and Public Realm Improvement Gateway 4 Report. He noted that Transport for London (TfL) had offered to meet 50% of project costs and that s106 monies from the Eastern Cluster would meet the remaining 50%. This did mean however that there were revenue implications in the upkeep of the area once the project was completed. He outlined the fact that the maintenance shortfall would be in the region of £70,000 and officers were currently reviewing ways in which this could be met. The Assistant Director noted that other local authorities in similar circumstances made use of s106 monies, and many entered agreements for significantly longer periods of time than the current five year agreement that was in place. He added that there was the possibility of making use of the Community Infrastructure Levy from 2015.

In response to a concern from a member that a proposed water feature was forecast to cost £22,400 a year to maintain, the Assistant Director replied that the cost only represented a worst-case scenario estimate, given the water feature in question had yet to be designed.

In response to a query from a member over the nature of the proposed kiosk, and the concern that proposed refuse bins would cost £24,000 a year to maintain, the

Assistant Director replied that the Director for Community and Children's Services was keen for the kiosk to be run as a social enterprise that incorporated public lavatories. He added that a specialist operator was already liaising with the Corporation over its operation. Regarding bins, the Assistant Director clarified that the cost reflected the maximum forecast number of bins and was likely to change following consultation with the Corporation's cleansing department.

In response to a question from a member over the level of segregated cycling provision in the proposed scheme the Assistant Director replied that alternative schemes were being investigated.

The Chairman concluded discussion by noting the Committee approved of the report in general but had real concerns over the source of funding for the ongoing maintenance of the scheme. He recommended that officers seek an s106 agreement on a term longer than five years and that furthermore the Committee hoped that their colleagues on the Finance Committee would allow any monies arising from the kiosk to be invested in maintenance of the site.

RESOLVED:

- That the Committee note the project may lead to increased revenue costs and that these additional costs and funding proposals would be determined as part of the detailed design and fully reported upon in a Gateway 5 report.
- That the Committee approve that the project proceed to Gateway 5 subject to the Gateway 5 report being submitted to the Committee for decision.
- That officers note the concerns and recommendations of the Committee over the source of funding for ongoing maintenance of the site.

11. SUPERINTENDENT'S UPDATE

The City Gardens Manager provided the Committee with an update on recent activities and issues.

Finance

The City Gardens finances are in line with agreed budget profiles.

Staff

Recruitment was underway for the position of Assistant Gardener following the position becoming vacant at the beginning of September 2013.

Projects

The City Gardens Manager noted that the majority of the landscaping work at St Botolph's Bishopgate had now been completed with a small area of paving due to be finished by the end of October 2013. A native holly hedge would be planted by December 2013.

London and Britain in Bloom

The City Gardens Manager noted that officers attended the London in Bloom finalist award celebrations on 18 September 2013, at which the City won an overall Gold for the *Town* category.

The full list of accolades included:

Town Category

City of London – Gold (assessing the overall impact of managing open spaces including: horticultural achievement, environmental responsibility and community participation)

Small Park of the Year

Silver - Tower Hill Garden, City of London

Silver Gilt - Cleary Gardens, City of London

Silver Gilt - Festival Gardens and Queens Diamond Jubilee Garden, City of London

Silver Gilt - Portsoken Street Garden, City of London

Gold - Christchurch Greyfriars Church Garden, City of London

Small Cemetery

Silver Gilt & Category Winner - Bunhill Fields, City of London

The London in Bloom Business Premises of the Year (judged against all other business premises in London) was awarded to Middle Temple.

The City Gardens Manager reminded the Committee that the Britain in Bloom final awards presentations, attended by both officers and the Chairman, would be taking place on 12 October 2013.

In conclusion the City Gardens Manager reported that City Gardens won Gold for Cleary Gardens, Silver Gilt for Christchurch Greyfriars and Bronze for St Dunstan's in the East in the London Garden's Society awards ceremony which took place on 3 October.

Friends of City Gardens and Volunteer Activities

The City Gardens Manager reported that a group of 11 volunteers from Friends of City Gardens and City of London Guides would be lifting and dividing plants in Christ Church Greyfriars. The whole garden would be mulched with manure from Buckingham Palace.

Furthermore the Friends had arranged an Apple Day event on 19 October to take place in Golden Lane Community Hall between 1100-1600hrs, with activities including a competition to peel the longest apple peel, cooking demonstrations, stalls, music and activities for children. The first AGM of the Friends would be held at the end of the day. There would be a further event organised by the Friends and the City Gardens team labelled *Wild about your garden* on 31 October that will include bulb planting and a history-themed treasure hunt. The City Gardens Manager also reported that the Friends had secured £200 of funding from the Metropolitan Public Gardens Association that would be spent on underplanting the mini-orchard on Fann Street.

Growing Localities Apprenticeship Scheme

The City Gardens Manager reported that three apprentices had now been recruited and were in position at West Ham Park, City Gardens and Hyde Park.

Lastly, the Manager noted that the Christmas Tree Lighting Ceremony was on schedule for 5 December.

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

The City Gardens Manager introduced a report on results of a face-to-face survey of users of the City Gardens. The Chairman thanked her for the report and expressed his satisfaction over the positive feedback regarding litter and safety within the City Gardens.

RECEIVED

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

There were no questions.

**14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT
Committee Meeting – June 2014**

The Chairman noted that due to diary pressures it was necessary to amend the date of the June 2014 meeting from 9 June to 2 June at 1415hrs.

15. 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 Number(s)
16-18

Paragraph in Schedule 12A
3

16. NON-PUBLIC MINUTES

RESOLVED: that the non-public minutes of the meeting dated 22 July 2013 be approved as a correct record.

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

There were no questions.

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

There was no other business.

The meeting ended at 12.23 pm

Chairman

Contact Officer: Alistair MacLellan
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Open Spaces and City Gardens Committee
Outstanding actions 2013/14

<i>Date</i>	<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>
June 2013	'The Value of Green Spaces to London and Londoners' report to be submitted to the Health and Wellbeing Board	Director of Open Spaces	November 2013	Completed Submitted to 6 November 2013 meeting of the Health and Wellbeing Board

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Agenda Item 5

Committee: Open Spaces and City Gardens	Date: 25 November 2013
Subject: Terms of Reference of Open Spaces and City Gardens Committee	Public
Report of: Town Clerk	For Decision

Summary

1. As part of the post-implementation review of the changes made to the governance arrangements in 2011 it was agreed that all Committees should review their terms of reference annually. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.
2. The terms of reference of the Open Spaces and City Gardens Committee are attached as an appendix to this report for your consideration.

Recommendations

3. That, subject to any comments, the terms of reference of the Committee be approved for submission to the Court on 1 May 2014 as set out in the appendix and that any further changes in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

Contact:

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GIFFORD, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25th April 2013, doth hereby appoint the following Committee until the first meeting of the Court in April, 2014.
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OPEN SPACES & CITY GARDENS COMMITTEE

1. **Constitution**
A Non-Ward Committee consisting of,
 - eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
 - the following ex-officio Members:-
 - the Chairman and Deputy Chairman of the Epping Forest & Commons Committee
 - the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee

2. **Quorum**
The quorum consists of any five Members.

3. **Membership 2013/14**
 - 3 (3) Benjamin Robert Hadley Hall, Alderman, *for three years*
 - 3 (3) Ian David Luder, B.Sc.(Econ.), Alderman, *for three years*
 - 3 (3) Wendy Mead, Deputy
 - 3 (3) Michael Welbank, Deputy
 - 3 (2) Alexander John Cameron Deane
 - 1 (1) Jeremy Lewis Simons M.Sc., *for three years*
 - 1 (1) Robert Picton Seymour Howard, Deputy
 - 1 (1) Barbara Patricia Newman, C.B.E.

Together with the ex-officio Members referred to in paragraph 1 above.

4. **Terms of Reference**
To be responsible for:-
 - Open Spaces**
 - (a) dealing with, or making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (eg. policy, financial and staffing) of the City of London Corporation's open spaces where such matters are not specifically the responsibility of another Committee; and
 - (b) the appointment of the Director of Open Spaces (in consultation with the Port Health and Environmental Services Committee);
 - City Open Spaces**
 - (c) the management and day-to-day administration of the gardens, churchyards and open spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground;
 - (d) arrangements for the planting and maintenance of trees and other plants and shrubs in open spaces and in footpaths adjacent to highways in the City;
 - (e) advising on applications for planning permission relating in whole or in part to the gardens, churchyards or open spaces in the City under the control of the Common Council; and
 - (f) the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property.

Barradell

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Agenda Item 6

Committee(s):	Date(s):
Open Spaces Committee	25 November 2013
Subject: Open Spaces identity – outcome of the Members’ Working Party and presentation of designs	Public
Report of: Director of Open Spaces	For Decision
Summary	
<p>To support the promotion of the City’s Open Spaces, a project was initiated to develop a visual identity for the sites. This committee in July agreed to form a Working Group to guide the work. A ‘tool kit’ is being created and the main elements of the design are appended to this report.</p>	
Recommendations	
Members are asked to:	
<ul style="list-style-type: none">• Note the work of the Member Working Group• Approve the new visual identity for City of London Open Spaces	

Main Report

Background

1. The Open Spaces sites have a range of design materials used in written and online publications, uniforms and vehicle liveries and information boards and signs located on sites. The design has begun to look dated and there is little uniformity in design. This can lead to confusion and represents a missed opportunity for City of London to effectively and proactively communicate its work in protecting and maintaining green spaces.
2. A project was initiated to develop a portfolio of identities for the City of London’s green spaces that fits within, and promotes, the City of London brand and charity status.
3. Following consultation with Members, through the Working Group, and Open Spaces members of staff, a new visual identity has been created.

Current Position

4. A design agency, Evolve Design, was engaged to create an Identity toolkit for each open space, which meets their needs and promotes the City of London and the charitable status of some of the spaces.
5. Evolve presented several design proposals which were considered by the Working Group and Members of staff. Evolve suggested that pursuing individuals identities for each sites would not serve to best strengthen

understanding of the City of London's Open Spaces. They suggested a strong single identity. Proposals for different fonts, colours, images and graphics were considered by representatives of all Open Spaces stakeholders.

Proposals

6. The final designs for the identity, presented in the Appendix, were felt by members of staff and the Member Working Group to best promote the Open Spaces, appropriately represent the spaces visually and offer the flexibility required to be used in literature, the website, liveries on vehicles and uniform and on signs at sites.

Corporate & Strategic Implications

7. The purpose of the identity project is not to create a new brand. The brand for Open Spaces will remain the City of London Corporation and Open Spaces will continue to use the City's crest as its logo. The management of the City of London brand is carried out by the Public Relations Office (PRO), and members of staff in the PRO were consulted closely as the designs were developed.

Implications

8. A budget of £38,000 has been committed to this work by the Superintendents of the sites. This budget does not include the cost of implementation, including producing new literature or installing new signs and infrastructure.
9. The implementation of the new design will be met from local risk budgets. It is planned that publications using the new identity will be produced when existing stocks are run down. Additionally changes to vehicle livery and uniform will occur only when new purchases are made or where low costs options are available and can be met from existing local risk budgets.

Conclusion

10. The new identity for the Open Spaces will provide a consistent visual representation of our Open Spaces, with the full toolkit allowing for members of staff to easily produce leaflets, signs and other materials using templates.

Appendices

- Appendix 1 – The Open Spaces Identity

Jennifer Allott

Departmental Business Manager

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Primary Branding Stack



Epping Forest

Registered Charity



Hampstead Heath

Registered Charity



West Ham Park

Registered Charity



City Gardens

Registered Charity



Burnham Beeches

Registered Charity



Ashted Common

Registered Charity

Secondary Branding Stack



Epping Forest

Registered Charity



Hampstead Heath

Registered Charity



West Ham Park

Registered Charity

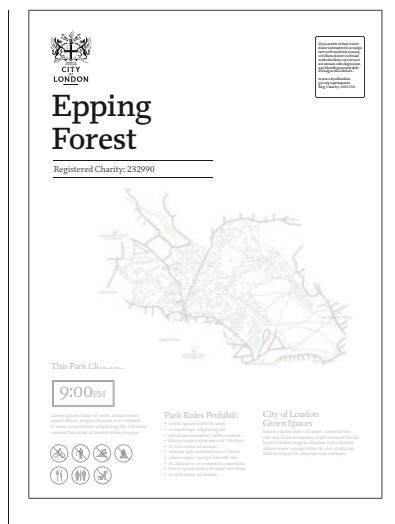


Ashted Common

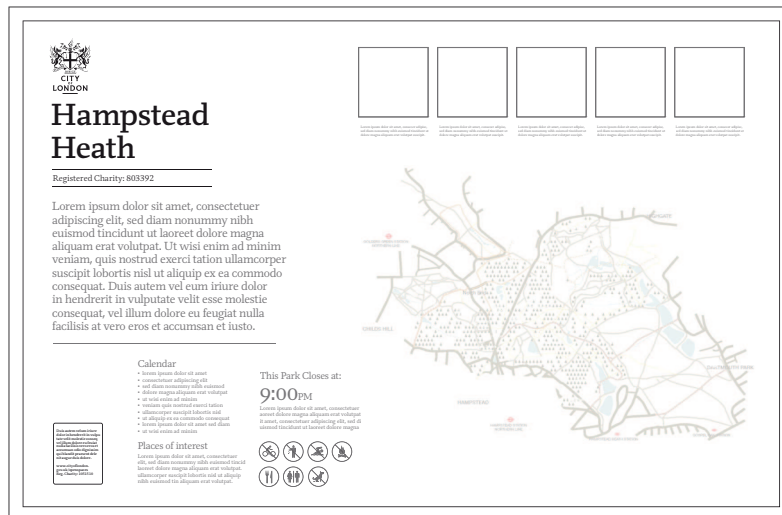
Registered Charity

Branding Placement

Branded Sign (format unknown)
For demarcation and orientation



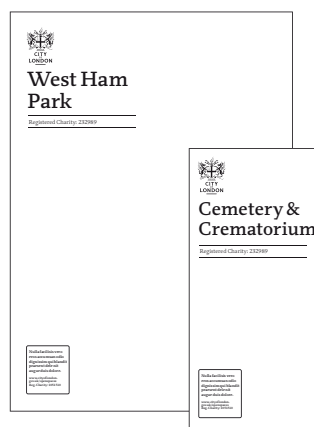
AO Interpretation Poster (wall mounted frame)
For orientation and light interpretation



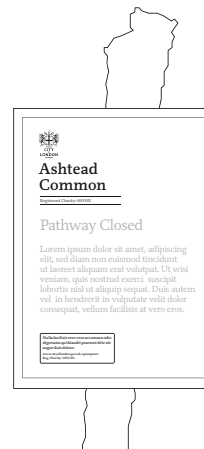
Uniform
Polo Shirt



Documents
A4 / DL



A4 Temporary notice
(desktop printed)
For public information
or explanation of works



Vehicle Livery

The variety of vehicles in use mean the only consistent position for branding is the front doors. The lower part of the door scratches easily. High-visibility chevrons to appear on the back. Boilerplate removed as requested.



Proposed Typeface: A2 FM

ABCDEFGHIJ
KLMNOPQ
RSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
0123456789

Light / Regular / Bold

Main Headings

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Epping
Forest

Hampstead
Heath

Burnham
Beeches

Stoke
Common

Queen's
Park

West Ham
Park

Highgate
Wood

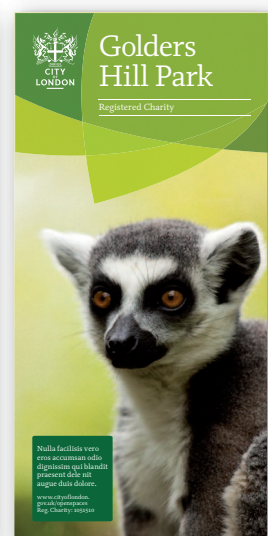
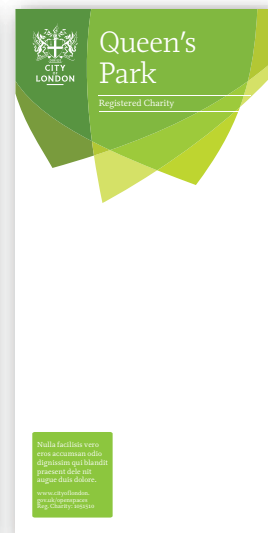
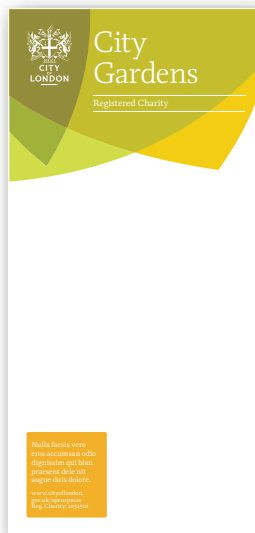
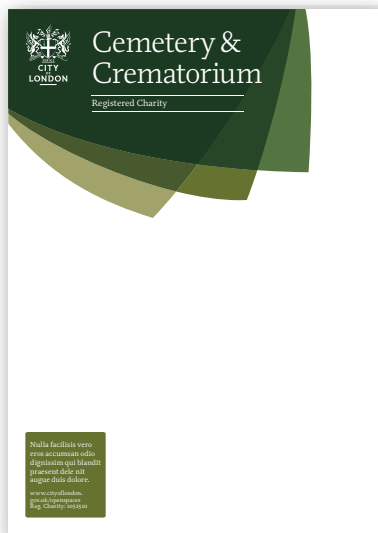
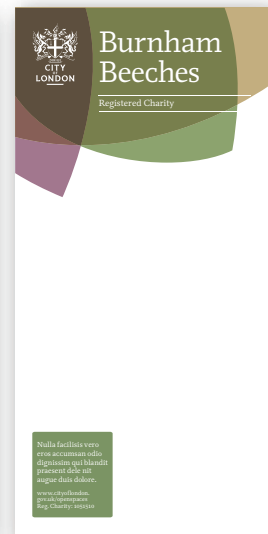
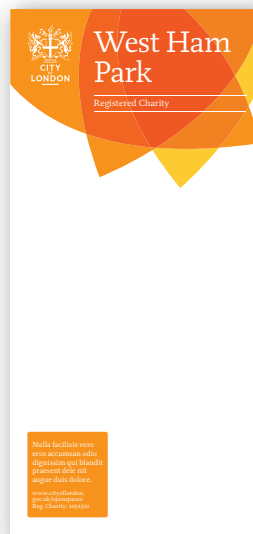
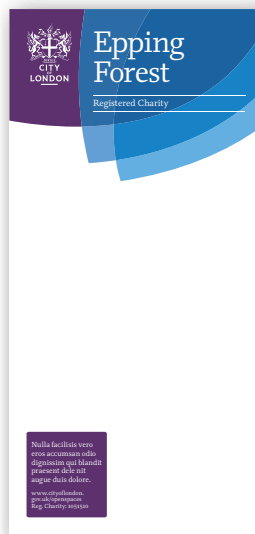
City
Gardens

City
Commons

Cemetery &
Crematorium

Ashtead
Common

Graphic Panels



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Agenda Item 7

Committee: Open Spaces and City Gardens	Date(s): 25 November 2013
Subject: Open Spaces and City Gardens: Public Relations Update	Public
Report of: Director of Public Relations	For Information

Summary

This report updates Members on Public Relations activities in support of the services for which the Open Spaces and City Gardens Committee is responsible during the period October 2012 to September 2013.

Highlights of the support for the services of the Committee include:

- Media
- Polling
- Website
- E-communications and social media
- Literature and related activities
- Public Affairs
- Events
- Member and internal Communications
- Filming

The activities in this report are also in support of the ‘*Communications Strategy 2013- 2016*’, the three strands of which are:

- to support and promote “The City” as the world leader in international financial and business services;
- to promote the success of the City of London Corporation as the provider of modern, efficient and high quality local and policing services within the Square Mile for workers, residents and visitors; and
- to promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole.

Recommendations

The Committee is recommended to:

- Receive this report on Public Relations activities during the period October 2012 to September 2013 in support of the services for which the Committee is responsible.

1. Introduction

- 1.1 This report highlights the activities of the Public Relations (PR) Office, in the period October 2012 to September 2013, in support of the services for which this Committee is responsible.
- 1.2 As part of the current communications strategy there are two specific communications priorities at present, in addition to the promotion of financial and business services:
- Supporting London's communities – that is, the work the City Corporation does to support educational and cultural opportunities and economic development, thereby helping to provide jobs and growth and improve the quality of life throughout London.
 - Helping to look after London's heritage and green spaces – that is, the work the City Corporation does to look after London and the nation's heritage and to provide green spaces across the capital and beyond. The PR Office is working with Departments across the organisation to deliver these two new priorities across the full range of PR activities.
- 1.3 In addition to these priorities, the PR Office has over the past 12 months implemented a comprehensive survey of the City Corporation's key audiences. Conducted by the leading international market research agency TNS (part of the WPP Group) between April and June 2013, the polling is used to ascertain attitudes and perceptions amongst a cross-section of the City Corporation's key audiences and stakeholders as identified in the *Communications Strategy*. As in previous surveys, four separate extensive polls were undertaken of senior City executives; City businesses; City workers; and, City residents. The results, once analysed, inform the City Corporation's strategic planning, communications strategy, and service delivery.

2. Media

- 2.1 Throughout the year, September 2012 – October 2013, there were 423 stories about Open Spaces that appeared in the UK print media, online, radio and television. According to Durrants (the independent media monitoring agency), the total advertising value of print coverage achieved amounted to £400,077 (the equivalent amount for the previous 12 months reported by the PR Office was £485,154).
- 2.2 Highlights of stories initiated by the Media Team in the PR Office throughout the year, September 2012 – October 2013, include:

- *BBC Radio Essex* (05 December 2012, 22 August 2013) – Superintendent Paul Thomson was interviewed on fly-tipping in Epping Forest
- *BBC Radio Essex* (29 January 2013) – Chairman Haines was interviewed on the planting of the first trees at Gifford Wood
- *BBC Radio 4 Farming Today* (01 July 2013) – Head Ranger Allan Cameron was interviewed on cattle grazing on Farthing Downs
- *BBC Radio 5 Live*, *BBC London News* (21 July 2013) – Director Sue Ireland was interviewed on ‘staying safe in the sun on London’s green spaces’
- *BBC London News* (TV and Online), *Horticulture Week*, (08 June 2013) ran stories on City of London Corporation’s report – Tree Diseases in London: The Economic, Social and Environmental Impact. Policy Chairman Mark Boleat was quoted and Hampstead Heath and Highgate Wood’s Conservation and Trees Manager Jonathan Meares were interviewed.
- *Horticulture Week* (09 July 2013) carried an article on the City Corporation’s report – ‘Green Spaces: The Benefits for London’
- *BBC1 Countryfile* (21 October 2013) – Superintendent Paul Thomson was interviewed on the impact of foraging in Epping Forest and London’s wider green spaces.

2.3 In addition to the work outlined above by the Media Team, both initiating stories and responding to ad-hoc media requests, the Head of Media has also been the public relations lead on hydrology issues at Hampstead Heath ponds.

3. Polling

3.1 The PR Office, on behalf of the City of London Corporation, undertakes a triennial survey of its key audiences – City residents, City businesses, City workers, and senior executives. The latest survey series was due to take place in 2012, but it was decided to delay the fieldwork for a year to avoid a clash with the Queen’s Diamond Jubilee and the Olympic and Paralympic Games.

3.2 This survey includes questions pertaining to the satisfaction with services that are overseen by this Committee. In general, the results are positive; there is net satisfaction for the provision of all such services. Key results include:

- Parks, Gardens and Open Spaces enjoyed net satisfaction ratings of +68% for residents, +59% for businesses, +42% for workers and +65% for senior executives. Although there have been small falls in the satisfaction levels since 2009, the figures remain high especially when compared to other local authorities and are likely to be a consequence primarily of the Crossrail works in Finsbury Circus.

3. Website

3.1 The PR Office is responsible for the City of London Corporation's external website. During the past year the majority of this work has been focussed on the quality of its content – across the four main clusters - to make it as easy as possible to find via search engines and for it to be relevant, current and user-friendly. The Office has organised a number of workshops and facilitates regular weekly meetings with content providers across the organisation to share best practice and discuss any issues. It regularly reviews pages relating to Open Spaces and alerts editors when content is out of date, needs rewriting for clarity or is missing information. It also hosted a conference in October to thank content providers, share knowledge and discuss how the site might develop in future.

3.2 Work has included promoting key Open Space events on the home page – both in the New this Week rolling news feed and the featured Don't Miss section – and including imagery from Open Spaces as part of the home page carousel.

4. E-communications and social media

4.1 The PR Office is responsible for the creation and development of e-communications. It also gives advice to departments on how to communicate across social platforms. The City Corporation now has 22 Facebook pages and almost 50 Twitter feeds (including five open space sites), a YouTube channel and Flickr account which cover the wide range of services we provide (full list at www.cityoflondon.gov.uk/social). The PR Office took over the Epping Forest Twitter feed during the fire outbreak during the summer, allowing local staff to focus on the fire itself. This allowed the PR Office, on behalf of the City Corporation, to manage the media response in a coordinated fashion and in a rapid space of time; this reflected well on the organisation and resulted in the feeds being quoted on air whilst interviews with staff were being set up.

5. Publishing and related activities

- 5.1 The PR Office is also responsible for the corporate publications strategy and its implementation. In addition, the PR Office is also responsible for the City Corporation's brand identity and assists Departments with branding guidelines. The PR Office has been working with Open Spaces on developing a new brand identity that can be rolled out across sites and help develop their profile.
- 5.2 Cityview magazine devoted a spread to open spaces in issue 74 that looked back at their successes over the Olympic period and other community events run during 2012. Two research reports were commissioned in 2013 as part of the PR Office's communications priorities initiative – *Tree diseases in London* and *Green Spaces: the benefits for London*. 6.2
- 5.3 The PR Office, on behalf of the City Corporation, sponsored the Urban category in the annual British Wildlife Photography Awards. In addition, along with the Economic Development Office, the PR Office commissioned BOP Consulting to carry out a research paper looking into the benefits for London of green spaces.

6. Public Affairs

- 6.1 The PR Office provides Public Affairs advice to Departments across the organisation on specific issues that may affect their work as and when required. This includes initial planning relating to public affairs activities under the second communications priority.

7. Events

- 7.1 The PR Office facilitates events which engage staff from across the organisation, including:
- The contribution of all relevant departments to the London Councils Summit, which took place on 17 November 2012 – each department submitted publicity material to promote the services and activities of the City Corporation to an audience of over 250 pan-London councillors and chief officers.
 - The annual City Wide Residents' Meeting, which took place on 25 June, provided City residents with an opportunity to meet City Corporation officers from across the organisation and learn more through stalls at the event about the wide range of services offered by the City Corporation.

- The PR Office also facilitates arrangements for the Open House London, allowing buildings owned by the City of London to be opened to the public during the weekend of 21-22 September. Over 6,000 visitors visited both the Guildhall and Mansion House over the course of the weekend.

In addition to the above the Team runs all staff only events which includes Staff Annual Lunches, Masterclasses and Strategic Briefings.

8. Member and internal communications

- 8.1 The PR Office, working closely with the Member Services Team, has responsibility for communications with Members. This includes the Members' Briefing which has recently been reviewed, as well as providing updates and briefings to Members on topical issues.
- 8.2 The PR Office provides internal communications for the City Corporation as a whole and gives support to individual Departments as and when required. Open Spaces are regularly supported and assisted in improving communications through a number of channels and in a variety of ways from communication advice and practical assistance where required (for example, design and editing issues) for news and feature publicity via the corporate channels and in some cases local communications activity.
- 8.3 The PR Office ensures that story coverage in the e-magazine the Leader, the intranet, the Town Clerk's Bulletin and the eLeader bulletin is regular, timely and in particular celebrates the successes of the Open Spaces and showcases latest initiatives and service developments.

9. Filming

The PR Office has a dedicated Film Team responsible for liaising with film crews and City Corporation departments to facilitate shoots within the Square Mile and on our property. The Film Team have liaised with several film crews in the past year with regard to use of City Gardens. St-Dunstons-in-the-East's churchyard in particular remains popular with filmmakers.

Background Papers:

Members will find it useful to refer to the '*Communications Strategy 2013-2016*'

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Agenda Item 8

Committee(s):	Date(s):
Open Spaces Committee	25 November 2013
Subject: Open Spaces Departmental Safeguarding Policy	Public
Report of: Director of Open Spaces	For Decision
Summary	
<p>Work with children, young people and vulnerable adults at City of London Corporation Open Spaces has expanded and developed in recent years. Safeguarding of all children, young people and vulnerable adults who visit our sites is essential. A Departmental policy has been drafted which outlines responsibilities officers have in relation to safeguarding.</p>	
Recommendation(s)	
Members are asked to:	
<ul style="list-style-type: none">• Note the report• Agree the Departmental Safeguarding Policy appended to this report	

Main Report

Background

1. The Children Act (1989) and (2004) states that people who work with children have to keep them safe. Safeguarding is defined as actions taken to promote the welfare of children and protect them from harm.
2. Members of staff at Open Spaces Sites have regular contact with children, young people and vulnerable adults through education work, supervising apprentices and volunteers.
3. A recent audit of safeguarding policies was carried out across the City of London Corporation, and several departments have developed local safeguarding policies.

Current Position

4. A Safeguarding Policy was developed by the Community Education Officer at Hampstead Heath. This policy was for North London Open Spaces and has been implemented at these sites. With increasing educational and volunteer programmes at all sites it was felt appropriate to adapt the North London Open Spaces policy for cross-departmental use.

Proposals

5. A Safeguarding Policy has been drafted which designates the officers responsible for safeguarding and specifies the processes all officers must follow when working with children, young people and vulnerable adults.
6. The policy was developed in consultation with colleagues in Community and Children's Services. A safeguarding training programme is currently being developed which will be delivered to all members of staff who have regular contact with children, young people and vulnerable adults.
7. The policy outlines the responsibilities of officers in safeguarding children, young people and vulnerable adults and how suspicions of neglect or abuse should be acted upon.
8. The policy will remain under review by the Director of Open Spaces to ensure it best supports safeguarding. The policy will return to committee if major revisions are required at any time.

Implications

9. The Open Spaces training budget will be utilised to pay for the safeguarding training programme which will accompany the introduction of the policy.

Conclusion

10. The Safeguarding Policy has been drafted to ensure that children, young people and vulnerable adults are safeguarded during their time at Open Spaces sites. It provides an accessible guide to staff to ensure they adhere to good practice in this area.

Appendices

- Appendix 1 – Open Spaces Departmental Safeguarding Policy

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Safeguarding policy

Open Spaces
Department

Adopted: ENTER DATE

Quick Reference for Safeguarding Issues

Are you concerned about a child or vulnerable adult or someone's actions towards a child or vulnerable adult?

You must report this concern to a Designated Officer or Deputy Designated Officer as soon as possible or by the end of the working day.

Burnham Beeches & Stoke Common

Designated Officer: Superintendent

***Deputy Designated Officer:** Head Ranger

Cemetery & Crematorium

Designated Officer: Superintendent

***Deputy Designated Officer:** Bereavement Services Manager

City Gardens & West Ham Park

Designated Officer: Superintendent

***Deputy Designated Officer:** City Gardens Manager

City Commons

Designated Officer: Superintendent

***Deputy Designated Officer:** Head Ranger

Epping Forest

Designated Officer: Superintendent

***Deputy Designated Officer:** Head of Operations

North London Open Spaces

Designated Officer: Superintendent

***Deputy Designated Officer:** Business Manager

* Deputy Designated Officers should be contacted when Designated Officers are not available or are implicated in the case. When neither Officer is available at a site, any other Designated Officer can be contacted until an officer is reached.

For more information regarding Designated Officer responsibilities see **Appendix 1 – Information for Designated Officers.**

Contents

Quick Reference for Safeguarding Issues.....	1
Open Spaces Department Safeguarding Policy	2
Vision Statement	3
Scope of the Policy.....	3
Definition of Safeguarding.....	4
Roles and responsibilities of Open Spaces employees in relation to safeguarding.....	5
Open Spaces Safeguarding Statement.....	5
Responsibilities	6
Monitoring.....	6
Confidentiality	7
Reducing the risk of allegations of abuse against staff members and volunteers	8
Written records of concern	10
Special Circumstances	10
Appendix 1 – Information for Designated Officers.....	11
Appendix 2 – Definition of Vulnerable Adult	12
Appendix 3 – Training Provision Matrix.....	13
Appendix 4 – Child-focused Facilities	14
Appendix 5 – Appropriate and Inappropriate Language and Behaviour	15
Appendix 6 – Record of Concern	16
Appendix 7 – Handling disclosures	17

Open Spaces Department Safeguarding Policy

The Open Spaces Department considers the protection of children and vulnerable adults as a very serious matter. As a result, the Director of Open Spaces takes overall strategic responsibility for the safeguarding of children and vulnerable adults visiting the City of London Open Spaces. However, due to the geographically diverse nature of the Open Spaces Department, the responsibility for safeguarding procedures is held at a local level to reduce the barriers of reporting suspected abuse. Each service has a nominated Designated Officer and Deputy Designated Officer listed on Page 1.

This document is intended to set out the Open Spaces approach to safeguarding children and vulnerable adults. In order to do this, the document is focused on two main areas:

- roles and responsibilities of Open Spaces employees in relation to safeguarding;
- reducing the risk of allegations of abuse against staff members;

Vision Statement

The City of London Open Spaces Department is committed to providing high quality open spaces which are accessible to all. The Director of Open Spaces believes that central to this commitment is the need to provide a safe environment for our visitors when accessing our services, in particular safeguarding children, young people and vulnerable adults.

Scope of the Policy

This policy applies to all individuals regardless of gender, ethnicity, sexuality, age, disability or religion and includes:

- all staff including; senior managers, full-time staff, seasonal staff, casual or freelance staff
- volunteers
- contractors or consultants
- licensees

The policy aims to protect children, young people and vulnerable adults. This includes all children and young people under the age of 18 and vulnerable adults who are over the age of 18. A vulnerable adult is generally someone;

- Who is, or may be, in need of community services due to age, illness or a mental or physical disability
- Who is, or may be, unable to take care of himself/herself, or unable to protect himself/herself against significant harm or exploitation

(Definition from the Department of Health 2002)

A full definition of a vulnerable adult can be found in **Appendix 2 – Definition of Vulnerable Adult**.

Safeguarding encompasses both the protection of individuals from abuse and harm, as well as preventative measures to keeping children and vulnerable adults safe on City of London Open Spaces sites.

Definition of Safeguarding

Open Spaces recognises the definition of safeguarding used in the Children Act 2004 and the Department for Education (DCSF (now DfE)) guidance document *Working together to safeguard children* (2010, paragraph 1.20), which focuses on safeguarding and promoting children and young people's welfare and can be summarised as:

- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children are growing up in circumstances consistent with the provision of safe and effective care, and
- undertaking that role so as to enable those children to have optimum life chances and to enter adulthood successfully.

Roles and responsibilities of Open Spaces employees in relation to safeguarding

Open Spaces Safeguarding Statement

Open Spaces recognises that it is a fact that child abuse and abuse of vulnerable adults happens and has been happening for many years. Child abuse and abuse of vulnerable adults occurs in many different socio-economic groups and in all cultures.

Under the 1989 Children's Act, The Children Act 2004, and Safeguarding Vulnerable Groups Act 2006 we recognise that the welfare of individual children and vulnerable adults are paramount and that we have a duty to help to protect these individuals with whom we make contact from abuse. We recognise that we are in a position that often times affords us certain privileges to observe and report cause of concern.

We recognise that there has to be a multi-agency and disciplinary approach to the welfare of children and vulnerable adults, and realise the importance of liaising and co-operating with the police and social services to endeavour to protect these individuals.

http://www.cityoflondon.gov.uk/Corporation/LGNL_Services/Health_and_social_care/Childrens_social_care/safeguarding_children.htm

Staff members are to be made aware of the procedures for reporting issue of suspected child or vulnerable adult abuse and be also aware of the back up support of the local Child Protection Committee. We recognise that abuse can come in various forms but there are four main categories. These are:

- **Physical abuse:** Any form of non-accidental injury that is deliberately inflicted. These are likely to cause long term problems such as scars, internal injuries, brain damage, and emotional impacts.
- **Sexual abuse:** Taking advantage of a child for the sexual gratification of an adult. Possible long term effects include having difficulties in later life in forging trusting and stable personal relationships.
- **Emotional abuse:** The persistent lack of affection and physical interaction with a child which can lead to a child becoming nervous withdrawn, lacking in confidence and self-esteem.
- **Neglect:** The persistent or severe failure to meet a child's basic needs which can lead to health problems

We recognise that legal frameworks change often and that the issue of child and vulnerable adult abuse forces everyone to deal with their own feelings and emotions, which can include concern, shame, impotence, fear, anger and repulsion. With this in mind we will provide appropriate training for staff on safeguarding issues as well as regular refresher courses (See **Appendix 3 – Training Provision Matrix**).

Responsibilities

- All staff to be aware of the policy and report cases of suspected abuse of children or vulnerable adults.
- The Designated Officers and Supervisors of child-focused facilities (see **Appendix 4 – Child-focused facilities**) will monitor safeguarding procedures on Open Spaces sites.
- The Community Education Officer at North London Open Spaces will review the safeguarding policy annually and report changes to the Designated Officers and the Senior Management Team.
- The Designated Officers will lead on safeguarding issues; and promote the importance of safeguarding to staff, volunteers and contractors.
- The Deputy Designated Officers will ensure that safeguarding is incorporated into operational issues.
- The Designated Officer and Deputy Designated Officer will undertake the appropriate level of safeguarding training and receive a refresher training session every 3 years.
- The Supervisors of child-focused facilities will lead on local safeguarding arrangements such as staff training, escalating disclosures appropriately and implementing the relevant policies.
- The HR department will ensure that the necessary training for staff working with safeguarding responsibilities is identified and provided (see **Appendix 3 – Training Provision Matrix**).
- The HR department will ensure that Safer Recruitment Policies, including Disclosure & Barring Services (DBS) checks, are adhered to during recruitment and selection of staff working with children and vulnerable adults.

Monitoring

The Safeguarding Policy for the City of London Open Spaces will be reviewed annually by the Community Education Officer at North London Open Spaces to ensure that any changes in legislation or best practice are captured and updated.

Monitoring of safeguarding issues, concerns, reports and allegations will be conducted by all Safeguarding Officers as and when appropriate. City of London Open Spaces are committed to safeguarding at all levels of the organisation. Safeguarding will be included in the appropriate PDR processes where applicable. Safeguarding will be included in the relevant reports to Management Committees.

Confidentiality

All allegations, records of concern and disclosures are confidential and subject to our Data Protection Policy. Staff should not discuss any information relating to a case or allegation with the accused or officers not involved in the case.

Reducing risks to children, young and vulnerable people

The following procedures should be followed by all members of staff across the Open Spaces Department to promote a safe environment for all children, young and vulnerable people accessing our services and involved in the work of the Open Spaces, for example through volunteering. These procedures are considered the normal operating procedures and should not hinder action in an emergency situation. When an emergency situation arises, the staff member should conduct a dynamic risk assessment of the situation and respond accordingly.

1. **Avoid being alone with a child or vulnerable adult.** Ensure that you always have another staff member present when working with children or vulnerable adults. When this is not possible immediately, contact another member of staff to join you as soon as possible. This includes:
 - a. Carrying out intimate tasks with children and vulnerable adults (e.g. first aid that involves lifting/removing a child clothes to assess injury) in the presence of another staff and away from the public.
 - b. Keeping a record of your actions and movements, especially after incidents when you had to make physical contact with a child or vulnerable adult (e.g. to protect themselves from hurting themselves or harming others).
 - c. Not taking children or vulnerable adults into the lavatory. If it is necessary to enter an occupied lavatory only do so with another responsible adult (e.g. after emergency alarm has been pulled).
 - d. In the case of a Missing Person, it may be necessary to be alone with a child or vulnerable adult. Immediately contact another member of staff to join you and move into a visible area with other responsible adults if possible.

2. **Avoid physical contact with a child or vulnerable adult.** Some physical contact is appropriate when comforting a child, such as holding a hand or patting a shoulder, but should only be done in the presence of another staff member. Ensure that a child has consented to physical contact. This includes:
 - a. Being careful in how you approach children or vulnerable adults. Do not touch or pick up a child who does not want to be touched or picked up, unless it is to protect them from harm or prevent them from harming others.
 - b. Managing children's challenging behaviour should never involve handling a child roughly (e.g. pulling a child by the arm).
 - c. Physical contact from children or vulnerable adults that worry you should be reported to your supervisor, as well as any other incidents that make you feel uncomfortable.

- 3. Always use appropriate language in front of children or vulnerable adults (See Appendix 5 - Appropriate and Inappropriate Language).**
 - a. Do not shout at or use a sarcastic or aggressive approach with children or vulnerable adults. (Shouting to a child a distance from you to get their attention, e.g. if they are doing something untoward, is acceptable as long as this is followed by approaching the child).
 - b. Do not make sexually suggestive comments within earshot of a child or vulnerable adult.

- 4. Manage the relationship professionally.** During the course of your work, you will develop relationships with various individual children or vulnerable adults. It is important that you manage these relationships professionally. This includes:
 - a. Not asking a child or vulnerable adult to keep secrets.
 - b. Not showing favouritism or spending too long with one child or vulnerable adult, unless it is following an observation or this has been discussed and approved with your supervisor (e.g. some children may be experiencing difficulties and might need extra attention or individual work placements).
 - c. Unless in place before starting work, not arranging to see children or vulnerable adults, or their families outside work nor agreeing to any child minding arrangements.
 - d. Not showing children or vulnerable adults sexually suggestive images.
 - e. Not allowing children or vulnerable adults into staff buildings or private locations such as bothies.

- 5. Always report suspicious behaviour or disclosures of abuse.** If a child or vulnerable adult discloses any information which you feel is a safeguarding issue, report this to a Designated Officer as soon as possible or by the end of the working day.

Please note that this list is to be used as guidance only and is not meant to be definitive. If you have any further concerns or issues please raise these with a Designated Officer.

Written records of concern

In most cases, written records of concern will be completed by the Designated Officer when a staff member reports suspected abuse, a disclosure or an allegation (see **Appendix 6 – Record of Concern** for template). However, in child-focused facilities, written records of concern should also be completed by staff when a potential sign of abuse is observed, even if there is no need to make an immediate referral. For example, a child may exhibit a sign of neglect such as unwashed clothing or withdrawn behaviour which in isolated instances would not give rise to a concern. However, an accumulation or pattern of signs over a number of months would give rise to a concern which must be reported to the Designated Officer.

These records of concern will be filed in a locked cabinet by the facility supervisor. The supervisor will review the records of concern regularly to find patterns of concern which may indicate abuse or neglect and report these accordingly. After 1 year, the records will be transferred to the Superintendent's Office.

Written records of concern are considered sensitive information and are therefore subject to the City of London's data protection policy. The records of concern should be kept until the child's 25th birthday, in line with best practice standards.

Special Circumstances

Lodges in Open Spaces

Open Spaces provides residential accommodation to some of its employees. At times, other members of staff may be required to enter these properties for maintenance or other purposes. Children or vulnerable adults under a staff member's care living at these properties fall under the safeguarding policy. In these instances the following measures should be taken:

- Ensure that the residential staff member is aware of the requirement to enter the property.
- When a child or vulnerable adult is due to be in the property, it is the parent's responsibility to ensure that the child or vulnerable adult is not alone with a staff member or contractor.
- Any instance of abuse or neglect of children or vulnerable adults witnessed within the property by a staff member must be reported to the Designated Officer.

Working with Schools or Community Organisations

Open Spaces regularly works with schools and community organisations to deliver its services. During these interactions, abuse or neglect of children or vulnerable adults may be witnessed or disclosed to a member of Open Spaces staff. Where the school or group has in *loco parentis* responsibility for the children, Open Spaces will follow the safeguarding procedures of the school or community organisation. If the Designated Officers are not satisfied with the school or community organisation procedures or response, they will refer the case to the appropriate local borough or county council safeguarding team.

Appendix 1 – Information for Designated Officers

- If a case of abuse or suspected abuse is reported to a Designated Officer a written record of concern should be completed immediately by the Designated Officer.
- The Designated Officer or Deputy Designated Officer should inform the Local Authority Designated Officer (LADO) for the Borough or Council in which the child lives, or police if concerns of immediate safety are suspected.
- In the case of an allegation against a staff member, the Designated Officer or Deputy Designated Officer will inform the City of London safeguarding officers who will liaise with the local authorities involved.

Related policies

Related Policies and Procedures

Health & Safety Policy

Communication & Information Systems Use

Data Protection Policy

Recruitment and Selection Policy

Employment Screening Policy

Code of Conduct for Officers

Disciplinary Procedure

Borough or Council Safeguarding Teams

All London Boroughs and County Councils have Safeguarding Teams which will help with suspected cases of abuse. Please refer to them when you are unsure how to proceed or are concerned about a child or vulnerable adult.

London contacts can be found here: <http://www.londonscb.gov.uk/contacts>

Contacts outside of London can be found by accessing the local Council's website.

Appendix 2 – Definition of Vulnerable Adult

A person is a vulnerable adult if he has attained the age of 18 and:

- is in residential accommodation
- is in sheltered housing
- receives domiciliary care
- receives any form of health care
- is detained in lawful custody
- requires assistance in the conduct of his own affairs.
- payments are made to him (or to another on his behalf) in pursuance of arrangements under section 57 of the Health and Social Care Act 2001 (c. 15)
- is by virtue of an order of a court under supervision by a person exercising functions for the purposes of Part 1 of the Criminal Justice and Court Services Act 2000 (c. 43)
- receives any service or participates in any activity provided specifically for persons who has particular needs because of his age, has any form of disability, has a physical or mental problem of such description as is prescribed, she is an expectant or nursing mother in receipt of residential accommodation pursuant to arrangements made under section 21(1)(aa) of the National Assistance Act 1948 or care pursuant to paragraph 1 of Schedule 8 to the National Health Service Act 1977 (c. 49)
- receives a welfare service of a prescribed description. Welfare services includes services which provide support, assistance, advice or counseling to individuals with particular needs

From the Disclosure and Barring Service

Appendix 3 – Training Provision Matrix



Appendix 4 – Child-focused Facilities

The City of London Open Spaces operate a number of facilities and services which are focused on children including:

- The Hampstead Heath Education Centre
- The Hampstead Heath Adventure Playground
- The Hampstead Heath Traditional Playground
- The Hampstead Heath One O’Clock Club and Peggy Jay Centre
- The Hampstead Heath Lido
- The Queen Elizabeth Hunting Lodge
- The View – Epping Forest
- West Ham Children’s Playground and paddling pool
- West Ham Park Jubilee Food Garden
- West Ham Park Wildlife Education Garden

Appendix 5 – Appropriate and Inappropriate Language and Behaviour

It is essential to use appropriate language and behaviour when communicating and interacting with children and vulnerable adults to ensure your own welfare and theirs. 'Appropriate' is a value-laden word and can mean different things to different individuals. Within the context of this document, some language or behaviour has been outlined explicitly as inappropriate such as the use of sexually suggestive language. Other language or behaviour can be more subjective such as using a raised voice. The following is a guide for some more regular situations that may arise in your day-to-day operations.

Situation	Appropriate behaviour / language	Inappropriate behaviour / language
A child/vulnerable adult is endangering himself/herself or another person	<p>Use a raised, firm voice to tell the individual to stop the action immediately, especially if at a distance.</p> <p>Only make physical contact with the child if required to keep them safe.</p> <p>When calm and safe, approach the individual and discuss the incident with them and explain why you needed to take action you did.</p> <p>When with individual is with an accompanying adult, explain your actions to the adult as well.</p>	<p>Walk away without discussing the incident calmly with the individual or accompanying adult.</p> <p>Yell at an individual after the incident or be angry with the individual.</p>
The actions of a child/vulnerable adult are prohibited, but do not pose a threat to themselves or other people	<p>Always approach the accompanying adult first, explain the rules that the individual is breaking and why the rule exists, and ask them to intervene.</p> <p>When the individual is not with an adult, calmly approach the individual and ask them to stop their actions. Explain the consequences of their actions and why they need to stop.</p> <p>If the individual does not stop the action, you may ask them to leave the facility.</p>	<p>Do not yell at the individual or accompanying adult.</p> <p>Do not make physical contact with the individual or accompanying adult.</p> <p>Do not threaten the individual or accompanying adult with expulsion from the facility immediately.</p>
A child/vulnerable adult makes an inappropriate remark about you (such as profanity or name calling)	<p>Approach the accompanying adult and explain the situation to them and how it is unacceptable. Ask them to intervene and speak with the individual.</p> <p>When the individual is not with an adult, remain calm and explain that the remark was inappropriate.</p> <p>If you feel threatened by the individual, you may ask them to leave the facility</p>	<p>Do not yell at the individual or accompanying adult.</p> <p>Do not make physical contact with the individual or accompanying adult.</p> <p>Do not retaliate and use profanities towards the individual.</p> <p>Do not use sarcastic remarks towards the individual.</p>

Appendix 6 – Record of Concern

Location / Team / Division:	
To be completed by Designated Officer	
Subject's Name:	
Date of Birth:	
Address:	
Nature of concern:	
Reported by (name & position):	
Date reported:	
Signature of Designated Officer:	
Shared with others?	YES / NO
If yes, with whom:	
Action taken:	
Concern logged with relevant Child Protection team? YES / NO	
Concern logged with CoL child protection? YES / NO	

Appendix 7 – Handling disclosures

If you become aware or are concerned that a child or vulnerable person is being sexually, physically, or emotionally abused or neglected, or if a child or vulnerable person discloses a case of abuse to you, you should:

- Stay calm and listen carefully to the individual.
- Take accurate notes and try to describe the incident in the words of the individual. Note the time, date, place and any questions you asked as well as the name of the child and their address.
- Do not ask leading questions or attempt to investigate the incident. Remember that allegations of abuse may be investigated as a criminal offence and any investigations done by individuals may jeopardise this process.
- Do not promise confidentiality. Be clear that you will be sharing this information with your Designated Officer and safeguarding contacts.
- Use appropriate language and reassure the individual that they have done the right thing.
- Immediately contact your Designated Officer who will manage the recording of the disclosure and the appropriate reporting.

Staff should not investigate concerns of abuse but report them to the Designated Officer as soon as possible or by the end of the working day. The Designated Officer will liaise with the appropriate organisations to refer the concern of abuse. The Designated Officer will provide information regarding the outcome of the disclosure to the staff member at an appropriate later date.

Generally, staff other than the Designated Officer should not make referrals. However, in the case that the Designated Officer chooses not to disclose the concern to the relevant local borough or county council and the staff member believes the referral should be made, the staff member can report this to the Director of Open Spaces.

Appropriate language when handling a disclosure

Disclosures of abuse can be very emotional and difficult for both the child or vulnerable adult, and the staff member handling the disclosure. The following statements provide a guide for the type of language to be used during this process.

- You've done the right thing by telling me this.
- I'm very worried about your safety. I can't keep this a secret because I'm worried about you. I'm going to be telling my manager what you've told me.
- You haven't done anything wrong and this isn't your fault.

- I know this was very hard for you to tell me but you were right to. You are very brave.
- I'm going to do my best to help you, which means I'm going to have to tell my manager so we can get you the right type of help.
- I believe you and I'm going to try to help you.
- I'm glad you told me this.

Do's and don'ts in a disclosure

The member of staff should:

- Listen to the child or vulnerable adult, keeping calm and offering reassurance.
- Observe visible bruises and marks but not ask a child or vulnerable adult to remove or adjust their clothing to observe them.
- Allow the child or vulnerable adult to lead the discussion and to talk freely if a disclosure is made.
- Listen to the child or vulnerable adult without investigating.
- Avoid using questions such as 'Is there anything else you'd like to tell me?'
- Accept what the child or vulnerable adult says without challenge.
- Reassure them that they are doing the right thing in telling and that they recognise how hard it is for them to tell.

They should not:

- Press for details by asking questions such as 'What did they do next?'
- Lay blame or criticise either the child or the perpetrator.
- Ask the child or vulnerable adult to repeat what they said to a colleague.
- Promise confidentiality – but they should explain that the child or vulnerable adult has done the right thing and who will need to be told and why.

(from www.teachingexpertise.com)

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Agenda Item 9

Committee(s):	Date(s):
Open Spaces and City Gardens Committee	25 November 2013
Subject: Policy on the use and collection of images of children, young people and vulnerable adults	Public
Report of: Director of Open Spaces	For Decision
Summary	
<p>Open Spaces sites regularly feature images of children, young people and vulnerable adults in publications or web pages. These images are used to promote our sites. In order to effectively safeguard visitors to Open Spaces sites and to ensure compliance with the Data Protection Act 1998 a policy on the use and collection of images of children, young people and vulnerable adults has been developed.</p>	
Recommendation(s)	
Members are asked to:	
<ul style="list-style-type: none">• Note the report• Agree the Departmental Policy on the use and collection of images of children, young people and vulnerable adults	

Main Report

Background

1. Photographs are an essential part of marketing our Open Spaces. In particular, images are used to promote recreational and educational activities which take place at our sites. Images of children, young people and vulnerable adults are made by Open Spaces members of staff and received from third party organisations. It is important that appropriate consents are gained for all images and footage.

Current Position

2. A policy has been developed which provides for a consistent approach to gaining consent to images and footage of children, young people and vulnerable adults being collected, stored and used by Open Spaces. This policy was developed in consultation with the Public Relations Office (PRO).

Proposals

3. The policy will ensure that across Open Spaces sites appropriate consents are gained for images and footage created by Open Spaces staff and received from third parties. The policy requires that a standard form is used to secure consent for all images and footage.

Implications

4. The policy has been prepared to minimise the risks to which the City of London is exposed. The policy will ensure compliance with the Data Protection Act 1998 and minimise risks relating to the misuse and misappropriation of images.

Conclusion

5. The policy will standardise our approach to gaining consents and minimise the risks the department runs in this area. The policy will be periodically reviewed by officers and if substantial revision of the policy is required these will be presented to Committee.

Appendices

Appendix 1 - Policy on the use and collection of images of children, young people and vulnerable adults

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POLICY ON THE USE AND COLLECTION OF IMAGES OF CHILDREN, YOUNG PEOPLE AND VULNERABLE ADULTS

Open Spaces
Department

Adopted: ENTER DATE

Contents

Definitions	2
Scope of the Policy	2
Rationale for Policy	2
Taking photographs, images or video footage of children, young people and vulnerable adults	2
Using and re-using externally owned photographs	3
Retaining and publishing images of children and young people	3
Sharing images of young people	5
Copyright	5
APPENDIX ONE	6
APPENDIX TWO	10

Definitions

For the purposes of this policy, children are those under sixteen years old. Young people are those aged sixteen or seventeen. Adults are those aged eighteen or over.

Vulnerable adults are defined as individuals who may be in need of community care services, by reason of disability, age or illness and are, or may be, unable to take care of, or protect themselves against significant harm or exploitation.

Scope of the Policy

This policy concerns images of children, young people and vulnerable adults taken by members of staff of the Open Spaces and images taken by others and published or shared by Open Spaces. Images taken of crowds at events with no child, young person or vulnerable adult as a focal point or readily identifiable are excluded from this policy. Licenses are issued for photo shoots and filming by third parties on Open Spaces sites. This policy does not apply to these events, where organisers would be expected to obtain consents themselves.

Rationale for Policy

This policy was developed to ensure compliance with the Data Protection Act 1998 and to promote the safeguarding of children and vulnerable adults visiting City of London Open Spaces.

Taking photographs, images or video footage of children, young people and vulnerable adults

Consent must be sought for all photographs, pictures, images or recordings of children, young people and vulnerable adults.

Where a child is under sixteen years consent can only be granted by the child's parent or legal guardian. If a young person is sixteen or seventeen and deemed able to understand the concept of consent they can grant consent themselves.

Forms for individual and group consent are included in appendix one. This form must be used for all images or footage of children, young people and vulnerable adults.

Storing photographs, images or video footage of children, young people and vulnerable adults

Each site must store all images in a secure image library on City of London servers or a local hard drive which is stored in a secure area. Photographs must be stored with the relevant consent form. All archive images and video footage of children, young people and vulnerable adults which does not have relevant consents should be purged from files by the end of 2015. This provides a period of time in which a library of images and footage with correct permissions can be created and used in all new publications.

Using and re-using externally owned photographs

Permission to use and re-use images or footage provided to the City of London by an external organisation must be secured. A form for completion by an external supplier of an image or footage is at appendix two.

This form must be completed whenever footage or images of children, young people or vulnerable adults is given or sold by an external organisation to Open Spaces.

The form acts as a license from the external organisation to the City of London granting us permission to use and re-use images and footage and confirms that the organisation has the photographer's permission to provide the images to use as proposed. In addition it provides confirmation that the organisation has consent from the subject of the image for third parties to use the image as proposed. The form allows for the statement of conditions to use of the image or footage which might include an expiry date on the agreement.

Where the City of London Open Spaces have used a photograph that has not been taken by a member of the internal team, it is our policy to credit the external photographer adjacent to or within the copy accompanying the image, but only to do this if requested by the original photographer when images are transferred or published. This credit will take the format of the photographer's name only

Retaining and publishing images of children and young people

Images of children and young people should only be retained and used with:

Written consent as detailed above

A license from the organisation which owns the right to the image as detailed above

Records of all consents obtained must be stored with the images or footage.

Images and footage should be retained for no longer than four years, unless consent has been sought to store and use the image for longer than this, after which they should be securely deleted or destroyed. Permission forms should be kept for a further two years in case images have been used on printed materials.

Sharing images of young people

Where the City of London has proper consent as detailed above, images may be shared with other City of London departments for use for the same purposes as detailed in the consent form. When images are shared internally receiving Departments must be made aware in writing of these conditions and purposes as set out in the consent forms for each image.

Unless specific permission is sought separately in no circumstances should the image, picture or video clip be published or shared with third parties. Images, pictures and video clips must be used only for City of London promotional purposes.

If Open Spaces receives images or footage from other City of London departments, consent forms must be received to accompany each image or footage.

Copyright

Officers must ascertain the copyright position for any image or footage they use. Copyright arises automatically and does not depend on completion of any formalities such as registration. The first owner of copyright is the author of the work. The major exception is where such work is made in the course of employment, in which case the employer owns the copyright.

Commissioning and paying for work does not procure copyright. Contractors and freelancers own the first copyright in their work unless the commissioning contract agrees otherwise. Photographs or footage published on the City of London website for which copyright is not owned by the City of London must have a credit attached to them.

APPENDIX ONE

City of London Open Spaces

Consent to use photographs, images and video footage in/on City of London publications, website, training and promotional materials.



1. To be read by the parent / legal guardian or child themselves if aged 16-18

The City of London uses and retains images (photographs, visual recordings etc.) of children and young people for promotional purposes, e.g. informing the public about services provided by the City of London. These images or footage may appear in City of London publications, on our website or both. Images and related personal information provided will not be used for any other purpose.

To comply with the Data Protection Act 1998, we need permission to use images of you / your child.

2. To be filled in by the parent/legal guardian or child aged 16-18.

Name of person giving consent:	
Name of child / youth:	
Address:	
Contact number:	
Email address:	
Comments:	
May we use your / your child's picture or video in City of London printed publications and on our website? Please circle your answer:	Yes No

3. Conditions

- This form is valid for four years from the date of signing. Your consent will automatically expire after this time.
- We will not re-use any images or footage after this time. Images and footage will be securely deleted unless we contact you to renew your consent.
- Your/your child's image and related personal information will not be given to third parties and will only be used by the City of London for promotional purposes.
- We will not include your/your child's personal details or full names with an image, whether on our website or printed publications, without consent (including contact details).

- Please note that websites can be seen throughout the world, and not just in the United Kingdom where UK law applies.

I have read and understood these conditions of use and give my consent for the City of London to use and retain the images.

Signed:		Date:
Office use only:	File name:	Location:

City of London Open Spaces

Consent to use photographs, images and video footage in/on City of London publications, website, training and promotional materials.



Pre-consent for arranged group events and activities

- 1. Group organiser please pass this form to each parent / legal guardian or child themselves if aged 16-18 to read/complete the following:**

The City of London uses and retains images (photographs, visual recordings etc.) of children and young people for promotional purposes, e.g. informing the public about services provided by the City of London. These images or video footage may appear in City of London publications, on our website or both. Images and related personal information provided will not be used for any other purpose.

To comply with the Data Protection Act 1998, we need permission to use images of you / your child. Please complete this form to indicate your consent. Full conditions are stated below/overleaf.

- 2. To be filled in by the parent/legal guardian or child (only if over the age of 16).**

Name of person giving consent:	
Name of child / youth:	
Address:	
Contact number:	
Email address:	
Comments:	
May we use your / your child's picture or video in City of London printed publications and on our website? Please circle your answer:	Yes No

3. Conditions

- This form is valid for four years from the date of signing. Your consent will automatically expire after this time.
- We will not re-use any images or footage after this time. Images and footage will be securely deleted unless we contact you to renew your consent.

- Your/your child's image and related personal information will not be given to third parties and will only be used by the City of London for promotional purposes.
- We will not include your/your child's personal details or full names with an image, whether on our website or printed publications, without consent (including contact details).
- Please note that websites can be seen throughout the world, and not just in the United Kingdom where UK law applies.

I have read and understood these conditions of use and give my consent for the City of London to use and retain the images.

Signed:		Date:
Office use only:	File name:	Location:

APPENDIX TWO

City of London Open Spaces

Consent to use photographs, images and video footage in/on City of London publications, website, training and promotional materials.



Consent and license for re-use of externally owned photographic images or video footage

Owner:	
Image/s or video:	<i>NB: attach schedule to this form if there is more than one image.</i>
Subject: (name or description of person in image/video):	
Photographer:	

Thank you for your agreement to allow the City of London to re-use the photographic images or video footage of the subjects referred to above.

Please would you complete and sign this document to confirm that you have:

1. The consent of the Subject(s) of the Image(s)/Video(s), or where appropriate their parents or legal guardians, for the use continued re-use of the Images(s)/Video(s) and consent for you to provide these to the City of London for use and re-use by all its Departments in accordance with the Fair Use Policies and for all reasonable and proper uses specified
2. Either, the rights in the Image(s)/Video(s), which you may licence for use or continued re-use, or a license from the photographer for the use and continue re-use of the Image(s)/Video(s) and to sublicense the Image(s)/Video(s) to the City of London for use and re-use by all its Departments.

Signed:		Date:	
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I / We (*name of organisation*)..... hereby warrant and confirm that either I/we have the rights in the image or the photographer has licensed and consented to our use and re-use and sub-licensing of the Image/s, and the Subject(s) (or their parents or legal guardian) have given their permission in writing for the use and re-use of the image by us and for us to sub-licence the licensed consent and the permission to use and re-use the image to the City of London Corporation for use and re-use by all its Departments in accordance with the following Fair Use Guidelines and (*name of organisation*) hereby agrees to indemnify the City of London Corporation in respect of any breach of this warranty.

Images not to be used after: <i>Date</i>	Permitted use of images: <i>No's.</i>
Name or other personal details not	Images not to be further released or sub

published.	licenced
Other restrictions:	
Signed:	Date:
Name:	On behalf of: <i>Organisation, telephone and address</i>

Committee(s):	Date(s):
Open Spaces and City Gardens Committee	25 November 2013
Subject: Business Plan: Quarterly Performance Update	Public
Report of: Director of Open Spaces	For Information
Summary	
<p>Good progress can be reported on delivery of the 2013/14 Business Plan at mid-year. The report contains details of key projects delivered, achievement against the Key Performance Indicators and a review of the department's risks.</p>	
Recommendation	
<p>Members are asked to note the report</p>	

Main Report

Background

1. The Open Spaces Department Business Plan 2013-16 was received by this committee on the 15th April 2013 and a report on performance on the first quarter of the year was presented to the committee on the 22nd July 2013. The Business Plan details the aims and objectives of the department. Twenty-one key performance indicators (KPIs) were developed to measure delivery of the plan. Reports are produced at the end of each quarter of the financial year tracking progress.

Current Position

Key Projects

2. Good progress has been made at City Commons on the Kenley Revival Project, with Heritage Lottery funding being granted for the first stage of the project on 11th September 2013.
3. At Epping Forest the pre-consultation document for the Management Plan was presented to committee in July, ahead of the target in the business plan, and public consultation on the document took place through July and August.
4. Delays in landscaping work at Jubilee Pond were reported after the first quarter. However, the relining works were completed and landscaping works are now largely complete and include an accessible path, cycle stands,

benches and picnic tables and the creation of a wild play area. Complementary works have included the construction of a pond dipping platform, the clearance of scrub by volunteers and liaison with police and the local authority regarding anti-social behaviour.

5. At Hampstead Heath the project to improve the East Heath Car Park and South End Green landscape is nearing completion. A few elements of the landscaping enhancements are still being progressed.
6. The Highgate Wood Conservation Management Plan has been finalised and publicised.
7. A project involving staff reorganisation at Queens Park which is listed in the Business Plan for delivery by July 2013 is on-going, but will be full delivered this financial year.
8. Security Improvements have taken place at West Ham Park with a replacement fence installed near the new tennis courts.
9. Progress against the business plan in relation to the Cemetery and Crematorium has been reported to the Port Health and Environmental Services Committee. The IS Improvements Project is now fully delivered and solar photovoltaic units have been installed three months ahead of the deadline specified in the business plan.

Departmental Risks

10. The Departmental Risk Register has been fully reviewed by the Director and Superintendents at the end of each quarter. The review after quarter two resulted in the addition of a new risk, the removal of another risk and various other amendments. The updated risk register is included at Appendix One because of these substantial changes.
11. A new risk has been identified relating to anti-social behaviour at sites. The risk related to the impact of anti-social behaviour such as drug dealing, violence, fly-tipping and dog attacks at sites, which can and does incur increased costs, is detrimental to the environment and damages our reputation. The risk was added to the risk register because several sites reported increased incidence of anti-social behaviour.
12. A risk relating to the loss of data caused by using unsupported IT systems has been removed from the register. Although this is still a risk which is important at some sites, it is not judged to be a risk for a majority of sites and risk nine, relating to IT failure already captures most elements of this risk.

Key Performance Indicators

13. Good progress has been made. A table showing performance for each KPI is included at Appendix 2. Indicators have been classified using the rating system below:

Green	Good progress to the target has been made
Amber	Minor corrective action required to meet target
Red	Major corrective action required to meet target

14. Two indicators are measured at amber. KPI 4 *Reduce Energy Consumption* is judged to be at amber, given the adjustment to the target. The additional saving required in year will be challenging, particularly given the unseasonably cold and wet weather in April, May and early June. Achievement of this target will be significantly affected by the weather through the winter months.

15. KPI3 *Efficient receipting of invoices* is measured at amber due to changes in the process for checking invoices. A problem with the processing of invoices was reported to the committee in July. Since committee in July the Open Spaces Department through the Departmental Financial Improvement Group has been working closely and productively with the City of London Procurement Service to improve processes and ensure fast payment of invoices. Significant improvements are being made in meeting the targets specified in the KPI.

Financial and risk implications

16. The Director of Open Spaces has recently completed budget monitoring meetings with all Superintendents and a representative of the Chamberlain. Currently there are no trends suggesting a significant over or under spend will occur at year end.

Conclusion

17. Progress in delivering the business plan will continue to be monitored. A report on third quarter performance is planned for the committee meeting on the 17th February 2014.

Appendices

- Appendix 1 – Updated Departmental Risk Register
- Appendix 2 – Key Performance Indicators Dashboard

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Departmental risk tracker	Owned By	Director of Open Spaces	Version	2013/2
	Administered By	Departmental Business Manager	Date	13-Nov-13

Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
1	Extreme weather or changing environmental conditions having an affect on site operations and usage	4	5	Superintendents and City Surveyor	Monitoring of reservoirs required to meet Environment Agency	3	5	R ↓	Completion of Emergency Plans and introduction at all Sites. Carry out defined responsibility for the Director Open Spaces and City Surveyor to address implications of Dam works at Hampstead Heath and Epping Forest	A
2	Impact on Landscape Management of an outbreak of diseases affecting animals (e.g. Foot and Mouth). Also plant and tree diseases, with the potential to alter the character of land and eradicate plants	5	4	Superintendents	Monitor Defra and Forestry Commission 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.	5	3	R ↑	Continue to monitor arrangements for grazing animals and local animal enclosures. Consider additional vaccination. Introducing further measures, based on advice received, monitor tree disease, departmental tree disease group to meet quarterly.	A

3	Threat of death or serious injury resulting in substantial fines and negative publicity if health and safety procedures fail or other regulations fail	4	4	Superintendents and City Surveyor	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	A ↑	Action outcomes from annual audit and accident investigations. Keep Top X risks under review. Alert staff to new mapping arrangements.	A
4	Impact of anti-social behaviour (drug dealing, violence, fly-tipping and dog attacks) at sites incurring increased costs, detriment to the environment and damage to reputation	4	4	Superintendents	Enforcement action, partnership working with emergency services, Safer Neighbourhoods Team in local authorities, visible staff presence, infrastructure development (installation of gates, clearing of undergrowth etc).	3	3	A ↑	Range of enforcement strategies partnerships and infrastructure development to address individual problems at sites.	A

5	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 the efficient savings. Monitoring cross-compliance of ELS/HLS obligations	4	3	A	↑	Further ways of increasing income to be considered at all sites	A
6	Encroaching housing development and highways 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	A	↑	Monitor further opportunities to purchase land. Need to develop mechanisms and identify new solutions to address planning policy.	A
7	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	A	↔	Promote the need for increased fines and ensure more publicity to highlight the issue	A

8	Implications of increasing energy costs	5	3	Superintendents	Departmental Improvement Group, reviews consumption quarterly and a Departmental Energy Action Plan produced.	4	3	A	↑	Respond to the Corporate demand to reach Carbon Reduction Commitment	A
9	IS Failure affecting service delivery or loss of data	4	3	IS Division	Risk management included in IS strategy, numerous measures in place. Departmental business continuity plan has been developed	3	3	A	↓	Continuous review of systems and improvement programme carried out in conjunction with IS Division	G

10	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	City Surveyor undertakes annual surveys and has 20 year plan of works to maintain the buildings. 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	A ↓	Further meetings taking place with City Surveyor to develop a Division of Responsibility Schedule and ensure new repairs and maintenance contract is working effectively. Develop plan to address Wanstead Park "at risk" status. Departmental legionella and asbestos plans to be reviewed.	A
11	Service delivery affected by outside factors e.g. pandemic, strikes and fuel shortages	3	4	OS Management Team	Departmental pandemic plan produced. Staff cover arrangements in place	3	3	A ↔	Review in light of any further advice from the Corporate Business Continuity team	G
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	A ↔	Developing a project to prepare additional space for 10 years time	G

OPEN SPACES PERFORMANCE DASHBOARD – QUARTER TWO 2013-14

Key Performance Indicators	Target 2013-14	Performance Q1	Comment
Effective budget management and make efficiency savings	Ensure net expenditure is within local risk budgets	Green	On target at mid-year
Increase departmental income	Raise by a further 2% compared to the original 2011/12 budget	Green	On target at mid-year
Efficient receipting of invoices	Maintain 99% target and also receipt 70% of SME invoices in 10 days	Amber	Additional training delivered and more planned; increased monitoring and chasing; trends currently improving.
Respond to written complaints and general correspondence within 10 working days	Achieve all Corporate Service Response Standards	Green	Achieved in quarter one and quarter two
Respond to Freedom of Information Act and Environmental Information Regulation Requests within 20 working days	Meet target in 100% cases	Green	Achieved in quarter one and quarter two

OPEN SPACES PERFORMANCE DASHBOARD – QUARTER TWO 2013-14

Minimise working days lost through sickness	Below the average for the City Corporation of seven days per annum	Green	On target at mid-year
Improve take up of training courses	Reduce the level of training days lost	Green	On target at mid-year
Achieve external accreditation (1)	Maintain or improve Green Flag passes	Green	Achieved
Achieve external accreditation (2)	Retain Green Heritage Award for nine sites	Green	Achieved
Deliver Sustainability Audits across the Open Spaces - year two of the Departmental Sustainability Improvement Plan (DSIP)	Complete year 2 of the current DSP, Develop SAS for two other departments	Green	On target at mid-year
Increase the accuracy of customer satisfaction measures	Implement a rolling programme of site surveys	Green	In progress
Expand volunteer working	Increase the level of volunteer hours worked	Green	On target at midyear

OPEN SPACES PERFORMANCE DASHBOARD – QUARTER TWO 2013-14

Improve Learning Services	Maintain the number of sessions held in 2012/13	Green	On target at mid-year
Reduce Energy Consumption	Achieve corporate target of 2.5% reduction	Amber	Significant risks due to revised target, cold wet weather in first quarter and potential hard winter
Reduce accidents reported	Reduce the number of reported accidents resulting in injuries (2012-50)	Green	On target at mid-year
Prepare strategic presentations for meeting of the Open Spaces, City Gardens and West Ham Park Committee	Make a presentation to each Committee meeting during the year and identify future projects	Green	Achieved in quarter one and quarter two
Increase of Open Spaces websites	Increase traffic by 10% on previous year	Green	Achieved in quarter one and quarter two
Maintain our market share of burials	Achieve 8% market share of burials	Green	On target at mid-year
Maintain our market share of cremations	Achieve 23% market share of cremations	Green	On target at mid-year

OPEN SPACES PERFORMANCE DASHBOARD – QUARTER TWO 2013-14

Percentage of income for the Cemetery & Crematorium compared with the target income of £3.95m	Achieve an income target of £4.1m	Green	On target at mid-year although second half of year normally accounts for majority of income so risk still attached to achievement
Increase the number of cremations using the new fully abated cremator	Carry out 60% of cremations using the new cremator	Green	On target at mid-year

Agenda Item 11

Committee(s):	Date(s):	Item no.
Open Spaces and City Gardens Committee	25 November 2013	
Subject: REVENUE AND CAPITAL BUDGETS – 2013/14 AND 2014/15		
Report of: Chamberlain Director of Open Spaces		Public For Decision

Summary

This report updates the Committee on its latest approved revenue budget for 2013/14 and seeks approval for a provisional revenue budget for 2014/15, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises the position.

Summary of Table 1	Latest Approved Budget	Original Budget	Movement
	2013/14 £000	2014/15 £000	£000
Expenditure	2,202	2,192	(10)
Income	(340)	(340)	0
Support Services and Capital Charges	(98)	(101)	(3)
Total Net Expenditure	1,764	1,751	(13)

Overall the provisional Original budget for 2014/15 totals £1.751M, a decrease of £13,000 compared with the latest approved budget for 2013/14.

Recommendations

The Committee is requested to:

- Review the provisional 2014/15 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Review and approve the draft Capital Budget;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes City Gardens which is funded from the City Fund as part of the City Corporation's local authority functions, and the Open Spaces Directorate which is funded from City's Cash and co-ordinates the management of the Department, and works in co-operation with other Departments on cross service projects and corporate initiatives.
2. This report sets out the proposed revenue budget and capital budgets for 2014/15. The Revenue Budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities

5. The key Projects for each Open Space for the next three years were included in the Open Spaces Department Business Plan for 2013-2016 which was approved in April 2013. The main priorities for City Gardens include :-
- Seek improvements to City Gardens through Section 106 funding and the Community Infrastructure Levy and, where possible, address deficiencies highlighted in the City of London Open Space Strategy.
 - Deliver approved actions set down in the Biodiversity Action Plan in order to protect and enhance Sites of Local Importance for Nature Conservation.
 - Provide site related input at Project board meetings and report to members on an annual basis with regard to the Crossrail project.

Proposed Revenue Budget for 2014/15

6. The proposed Revenue Budget for 2014/15 is shown in Table 1 below analysed between:
- Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer’s control.
 - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
7. The provisional 2014/15 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, 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 comprise 1% saving in 2013/14 (already achieved) and a further 1% in 2014/15. An allowance was also given towards any potential pay and price increases of 1% for 2013/14 (already applied) and a further 2% in 2014/15. The budget has been prepared within the resources allocated to the Director.

TABLE 1 FINANCIAL STATEMENTS - CITY OF AYLESFORD - ALL FINANCIAL YEARS						
Analysis of Service Expenditure	Local or Central Fund	Actual 2012-13 £'000	Latest Approved Budget 2013-14 £'000	Original Budget 2014-15 £'000	Movement 2013-14 to 2014-15 £'000	Paragraph Reference
EXPENDITURE						
Employees	L	1,508	1,436	1,463	27	
Employees	C	34	0	0	0	
Remises Related Expenses	L	233	196	214	18	
Remises (City Surveyor's Local Fund)	L	118	235	223	(12)	
Transport Related Expenses	L	60	56	51	(5)	
Transport Related Expenses	C	2	0	0	0	
Supplies & Services	L	347	233	220	(13)	
Supplies & Services	C	5	0	0	0	
Third Party Payments (Private Contractors - Tree Works)	L	77	46	21	(25)	
Total Expenditure		2,384	2,202	2,192	(10)	
INCOME						
Other Grants, Reimbursements and Contributions – (Section 106 Rechargeable Works)	L	(91)	(50)	(50)	0	
Customer, Client Receipts	L	(333)	(290)	(290)	0	
Transfer from Reserves (S106 Parking Meter Reserves)	L	(23)	0	0	0	
Total Income		(447)	(340)	(340)	0	
TOTAL EXPENDITURE/ (INCOME) BEFORE SUPPORT SERVICES AND CAPITAL CHARGES		1,937	1,862	1,852	(10)	
SUPPORT SERVICES AND CAPITAL CHARGES						
Central Support and Capital Charges		610	601	599	(2)	
Recharges within Fund (Directorate Recharges)		(558)	(508)	(509)	(1)	
Recharges Across Funds (Directorate Recharges)		(102)	(90)	(90)	0	
Recharges to Finance Committee (Corporate & Democratic Core)		(101)	(101)	(101)	0	
Total Support Services and Capital Charges		(151)	(98)	(101)	(3)	
TOTAL NET ENDITURE/(INCOME)		1,786	1,764	1,751	(13)	

8. Income and favourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on.
9. Overall there is a decrease of £13,000 in the overall budget between the 2013/14 latest approved budget and the 2014/15 original budget.
10. The 2013/14 Latest Approved Budget reflects the re-allocation of the full programme to reflect the expenditure that is anticipated will be incurred in the year.

The budget movement of £12,000 for Repairs & Maintenance relates to the re-phasing and level of new bids within the Additional Works Programme.

The 2014/15 Additional Works Programme is based on the bids detailed in the report to your Committee on 15 April 2013 which totalled £117,000, which was endorsed by the Corporate Asset Sub Committee in July 2013. The anticipated balance of remaining Additional Works Programme schemes of £76,189 has also been incorporated.

A decision on the funding of the programme will be made by the Resource Allocation Sub Committee. It may therefore be necessary to adjust the budgets to reflect the Resource Allocation Sub Committee's decision.

Following the implementation of the MITIE contract in July 2012, budgets have been re-aligned to reflect the tendered cost of the new contracts. See Table 2 below.

TABLE 2 - CITY SURVEYOR LOCAL RISK		
	Latest Approved Budget 2013/14 £'000	Original Budget 2014/15 £'000
Repairs and Maintenance		
Additional Works Programme		
8 unhill Fields	167	157
City 0 ardens	38	36
	205	193
Planned & Reactive Works (Breakdown & Servicing)		
8 unhill Fields	16	16
City 0 ardens	13	13
1 pen Spaces 0 irectorate	1	1
	30	30
Total City Surveyor	235	223

11. Analysis of the movement in manpower and related staff costs are shown in Table 3 below.

Table 3 - Manpower statement	Latest Approved Budget 2013/14		Original Budget 2014/15	
	Manpower Full-time Equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Directorate	5	336	5	338
City Gardens & Unhill Fields	32	1100	32	1125
TOTAL OPEN SPACES & CITY GARDENS COMMITTEE	37	£1,436	37	£1,463

Potential Further Budget Developments

12. The provisional nature of the 2013/14 and 2014/15 revenue budgets recognises that further revisions may be required, including in relation to:

- budget reductions to capture savings arising from the on-going PP2P reviews;
- decisions on funding of the Additional Work Programme by the Resource Allocation Sub Committee.

Any further revisions will be agreed in consultation with the Director of Open Spaces.

Revenue Budget 2013/14

13. The forecast outturn for the current year is in line with the latest approved budget of £1.764M.

Draft Capital and Supplementary Revenue Budgets

14. The Committee's draft capital and supplementary revenue project latest estimated costs are summarised in tables below. These items are approved and contractually committed, with the exception of Seething Lane Garden.

Table 4 - City Fund Draft Capital Budget								
	Exp. Pre 01/04/13	2013/14	2014/15	2015/16	2016/17	2017/18	Later Years	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
St Botolph churchyard improvements	65	22						87
Playbuilder, Peter's Hill	41	8						49
Seething Lane Garden S.106			140					140
Total	106	30	140	0	0	0	0	276

15. The latest Capital and Supplementary Revenue project budgets will be presented to the Court of Common Council for formal approval in March 2014.

Contact Officer: Mark Jarvis (1221) or Alison Elam (1081)

APPENDIX 1

Analysis by Service Managed	Actual 2012-13 £'000	Latest Approved Budget 2013-14 £'000	Original Budget 2014-15 £'000	Movement 2013-14 to 2014-15 £'000	Paragraph(s) Reference
<u>CITY CASH</u>					
DIRECTORATE*	0	0	0	0	
OPEN SPACES	210	332	325	(7)	
TOTAL	210	332	325	(7)	
<u>CITY FUND</u>					
CITY SERVICES	1414	1292	1272	(20)	
CITY SERVICES (EXCEPT SERVICES)	162	140	154	14	
TOTAL	1576	1432	1426	(6)	
TOTAL (ALL FUNDS)	1786	1764	1751	(13)	

Reasons for zero budget lines:-

* The Directorate expenditure is recharged to all the Open Spaces and nets to zero.

APPENDIX 2

Support Services & Capital Charges from/to Open Spaces & City Gardens Committee.	Actual 2012-13 £'000	Latest Approved Budget 2013-14 £'000	Original Budget 2014-15 £'000	Movement 2013-14 to 2014-15 £'000	Paragraph Reference
Support Services & Capital Charges					
Central Recharges-					
City Surveyor's Employee Recharge	57	53	55	2	
Admin Buildings	56	60	60	0	
Insurance	13	11	10	(1)	
ILS Recharges - Chamberlain	362	367	365	(2)	
Capital Charges	33	10	9	(1)	
Support Services-					
Chamberlain (includes CLS Recharges)	55	65	65	0	
Comptroller and City Solicitor	0	0	0	0	
Town Clerk	0	0	0	0	
City Surveyor	31	32	32	0	
Other Services*	3	3	3	0	
Total Support Services & Capital Charges	610	601	599	(2)	
Recharges Within Fund					
Directorate Recharges	(558)	(508)	(509)	(1)	
Corporate and Democratic Core	(101)	(101)	(101)	0	
Total Recharges Within Fund	(659)	(609)	(610)	(1)	
Recharges Across Funds					
Recharges Across Funds	(102)	(90)	(90)	0	
Total Recharges Across Funds	(102)	(90)	(90)	0	
Total Support Services & Capital Charges	(151)	(98)	(101)	(3)	

* Various services including central heating, corporate printing, occupational health, union costs, environmental and sustainability section.

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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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