



## Open Spaces and City Gardens

**Date:** MONDAY, 17 FEBRUARY 2014

**Time:** 11.30am

**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  
Graeme Smith  
Deputy Michael Welbank  
Alderman Gordon Haines (Ex-Officio Member)  
Deputy Stanley Ginsburg (Ex-Officio Member)  
Virginia Rounding (Ex-Officio Member)

**Observers:** Verderer Peter Adams (Epping Forest & Commons Committee)  
Catherine Bickmore (West Ham Park Committee)  
Tony Ghilchik (Hampstead Heath, Highgate Wood & Queen's Park Committee)

**Enquiries:** Alistair MacLellan  
[alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)

Lunch will be served in the Guildhall Club at 1pm

John Barradell  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS 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 25 November 2013.

**For Decision**  
(Pages 1 - 10)

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

**For Information**  
(Pages 11 - 12)

## Open Spaces

5. **SCHEME OF DELEGATIONS**  
Report of the Town Clerk.
6. **CONSOLIDATED REVENUE AND CAPITAL BUDGET 2013/14 AND 2014/15**  
Report of the Chamberlain and the Director of Open Spaces.

**For Decision**  
(Pages 13 - 22)

**For Information**  
(Pages 23 - 38)

7. **BUSINESS PLAN QUARTERLY PERFORMANCE UPDATE - QUARTER 3**  
Report of the Director of Open Spaces.

**For Information**  
(Pages 39 - 50)

8. **OPEN SPACES HEALTH AND SAFETY AUDIT 2013**  
Report of the Director of Open Spaces.

**For Information**  
(Pages 51 - 56)

## City Gardens

9. **SUPERINTENDENT'S UPDATE**  
The Superintendent of Parks & Gardens to be heard.
10. **SCHEDULE OF VISITS 2014**  
Report of the Town Clerk.
11. **PROCUREMENT OF TREE MAINTENANCE WORKS**  
Report of the Director of Open Spaces.
12. **PROJECT PRESENTATION - SENATOR HOUSE GARDEN**  
A presentation regarding the Senator House Garden Project.
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 Local Government Act.
16. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 25 November 2013.
17. **RENNIE GARDEN, SE1 - DELEGATED AUTHORITY REQUEST**  
Report of the City Surveyor – *to follow*.

**For Information**

**For Decision**  
(Pages 57 - 60)

**For Information**  
(Pages 61 - 64)

**For Information**

**For Decision**

**For Decision**  
(Pages 65 - 66)

**For Decision**

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

# Agenda Item 3

## OPEN SPACES AND CITY GARDENS Monday, 25 November 2013

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 25 November 2013 at 3.00 pm

### Present

#### Members:

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

#### Observers:

Verderer Peter Adams (Epping Forest and Commons Committee)  
Catherine Bickmore (West Ham Park Committee)

#### Officers:

Alistair MacLellan	- Town Clerk's Department
Alison Elam	- Group Accountant, Chamberlain's Department
Edward Wood	- Principal Legal Assistant, Comptroller and City Solicitor's Department
Sue Ireland	- Director of Open Spaces
Martin Rodman	- Superintendent of West Ham Park and City Gardens
Louisa Allen	- City Gardens Manager
Jennifer Allott	- Departmental Business Manager, Open Spaces Department
Victor Callister	- Department of the Built Environment
Tony Halmos	- Director of Public Relations
Greg Williams	- Assistant Director of Public Relations (Press)
John Park	- Press Officer, Public Relations Office

#### 1. APOLOGIES

Apologies were received from Deputy Stanley Ginsburg, Virginia Rounding and Tony Ghilchik.

#### 2. MEMBER'S DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. **MINUTES**

**RESOLVED:** that the minutes and public summary of the meeting held on 7 October 2013 be approved as a correct record, subject to the Observers being listed as present.

**Matters Arising**

**The Value of Green Spaces to London and Londoners**

The Director of Open Spaces noted that the report on *The Value of Green Spaces to London and Londoners* was submitted to the Health and Wellbeing Board on 6 November, and that its potential to form part of a PhD thesis continued to be explored.

**Planning Commitments for Open Spaces**

In response to a suggestion from a member that a record of how much staff time was currently absorbed by dealing with planning applications affecting City of London Open Spaces, the Director noted that the £25,000 allocated to dealing with planning commitments in Open Spaces was to pay for formal advice only and did not take officer-time into account.

The Chairman concurred with the Director and noted that when he had first discussed this issue with the Chairman of the Policy and Resources Committee it had been agreed that the additional money was needed to primarily cater for external planning advice in order to reduce the burden on City of London staff. Nevertheless he noted that it would be desirable to secure continued funding for this issue and so detailed information on the impact planning commitments were having on City of London staff, and detail on how the current £25,000 was spent would help build a case for this continued funding.

4. **OUTSTANDING ACTIONS**

The Committee received a list of Outstanding Actions.

**RECEIVED**

5. **TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk on its Terms of Reference.

**RESOLVED:**

- That, subject to any comments, the terms of reference of the Committee be approved for submission to the Court of Common Council on 1 May 2014 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.

6. **OPEN SPACES IDENTITY - OUTCOME OF THE MEMBERS' WORKING PARTY AND PRESENTATION OF DESIGNS**

The Open Spaces Departmental Business Manager introduced a report of the Director of Open Spaces on Open Spaces identity. She noted that the report outlined the outcome of the Members Working Group that had met over the

summer. She emphasised that the work sought to strengthen the overall brand of City of London Open Spaces and that design work had been carried out by external consultants. Furthermore she added that the process had seen significant amount of consultation carried out, particularly with staff across the Open Spaces Department, and that colleagues in the Public Relations Officer had provided excellent advice. She concluded her introduction by noting that some of the designs needed some minor refinement and that the finalised designs would be rolled out gradually to avoid significant additional costs.

In response to some observations from a member, the Business Manager confirmed that charity numbers would not be listed on vehicles and staff uniforms, and that clarification would be sought over the use of the coloured box on the bottom left of the publication cover sheets. Furthermore she would revisit the description of Hampstead Heath as a 'park' in the literature.

A member commented that the coloured boxes on cover sheets should correlate in colour with the header colour – for example the example of Ashted Common in the report appeared disjointed.

The Director of Open Spaces placed on record her thanks to the Member Working Group.

**RESOLVED:**

- That the Committee note the work of the Member Working Group
- That the Committee approve the new visual identity for City of London Open Spaces.

**7. PUBLIC RELATIONS UPDATE**

The Director of Public Relations introduced an update report on Public Relations activity during the period October 2013 – September 2013. He noted that this was the third annual update to come before the Committee and invited members to comment on the format and structure of the report to ensure information was presented to them as relevantly as possible.

He noted in particular the lead role played by the Public Relations Office (PRO) in the Hampstead Heath Ponds Project. He noted also the triennial polling work carried out by the PRO on the City of London Open Spaces that had indicated net positive satisfaction among City residents, businesses, workers and senior executives. He added that the polling work generated a lot of data that required detailed analysis and therefore a dedicated presentation would be given to members on its findings in December 2013.

The Assistant Director of Public Relations added that the PRO was exploring platform development, including YouTube videos and the use of audio files on mobile devices that would allow users to listen to an explanation of a particular City of London Open Space when they visited it.

The Chairman placed on record his thanks for the work of the PRO, in particular during the recent fire of Epping Forest.

In response to a question from a member, the Open Spaces Press Officer confirmed that the City of London had a good working relationship with local press and that details of this could be included in future reports. A member added that he had attended a productive meeting with the Editor of the Ham & High recently which indicated a strong relationship – he noted however that a similar relationship did not exist with the Camden New Journal.

A member placed on record his thanks for the work of the PRO across the City Commons. He too added that he had been engaged in a productive chat with the Editor of the Ham & High recently also.

## **RECEIVED**

### **8. OPEN SPACES DEPARTMENTAL SAFEGUARDING POLICY**

The Open Spaces Departmental Business Manager introduced a report of the Director of Open Spaces on a proposed Departmental Safeguarding Policy. She noted her thanks to staff from the North London Open Spaces Division and the Children and Community Services Department for their input in drafting the policy. She concluded by saying that the policy had been produced to ensure best-practice and not in response to a particular incident.

In response to a question from a member she confirmed that the policy covered City of London staff only, and not members attending events at Open Spaces sites. The Chairman and Director of Open Spaces noted that when members were attending such events a common-sense approach should be adopted by members – for example, it was appropriate to shake hands with minors who were prize winners. The Director advised members that if they were in any doubt in a given situation they should not hesitate to approach staff to ask for advice.

An observer to the Committee noted that he felt the policy was too ambiguous and broad in its definitions and that whilst it covered staff, it was not clear if it covered volunteers in Open Spaces. The Director pointed out that the Committee was be asked to agree the policy in principle and that the observer's comments could be taken into account when finalising the policy on points of detail.

A member requested that the list of venues on Appendix 4 be expanded to include those at Queen's Park and Highgate Wood.

## **RESOLVED:**

- That members note the report
- That subject to the comments made by members the Departmental Safeguarding Policy be agreed.



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

The Departmental Business Manager introduced a report of the Director of Open Spaces on a policy on the use and collection of images for children, young people and vulnerable adults. She noted that the policy was linked with work that had been carried out on both Open Spaces identity and departmental safeguarding, and that it outlined steps on how the necessary consent for collection of such images would be obtained. She concluded by noting that the policy had already been piloted and there had been no reported issues.

In response to an observation from a member that at a recent Cross Country event on Hampstead Heath saw unrestricted photography taking place, the Business Manager replied that it was felt necessary to adopt the policy given many other organisations who held events had already adopted such a policy.

**RESOLVED:**

- That members note the report
- That the Committee agree the Departmental Policy on the use and collection of images of children, young people and vulnerable adults.

10. **BUSINESS PLAN: QUARTERLY PERFORMANCE UPDATE**

The Departmental Business Manager introduced a quarterly update report of the Director of Open Spaces on the Open Spaces Departmental Business Plan. She noted that there had been good progress across all areas but wished to highlight two areas in particular.

The first area she drew the Committee's attention to was the amendment of the Departmental Risk Register to include a new risk relating to anti-social behaviour on Open Spaces sites. This had been done in response to an increase in such activity across a number of the City's Open Spaces and reflected the fact that such incidents cost time and money to deal with.

Secondly she noted that a Key Performance Indicator (KPI) on reducing energy consumption had been listed as amber given unseasonably cold weather during April-early June 2013 and the likelihood of a cold winter.

In response to some observations from a member the Business Manager agreed to amend dog 'attacks' to dog 'incidents' and to ensure that site emergency plans were regularly rehearsed.

The Chairman, commenting on anti-social behaviour, emphasised the Committee's zero tolerance approach to the issue of fly-tipping at Epping Forest.

**RECEIVED**

11. **REVENUE AND CAPITAL BUDGETS 2013-14 AND 2014-15**

The Group Accountant introduced a joint report of the Chamberlain and the Director of Open Spaces on revenue and capital budgets for the period 2013-14 and 2014-15. She noted that the report only considered areas on which the Committee had responsibility for spending. She added that the report had been prepared using guidelines set down by the Policy and Resources Committee and that overall outturn figures were expected to be in line with forecasts.

**RESOLVED:**

- That the Committee had reviewed the provisional 2014-15 revenue budget to ensure it reflected the Committee's objectives and approved the budget for submission to the Finance Committee.
- That the draft Capital Budget had been reviewed and approved.
- That the Chamberlain be authorised, in consultation with the Director of Open Spaces, to revise the budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme.

12. **SUPERINTENDENT'S UPDATE**

The City Gardens Manager updated the Committee on current issues in the City Gardens.

**Finance**

She noted that the City Garden's budget was in line with agreed budget profiles.

**Staff**

She noted that City Gardens staff were currently recruiting an assistant gardener, and that there had been a slight delay in the recruitment process due to the team wishing to change the post's rota hours to accommodate business needs, and that City Gardens staff were working with HR to complete this.

**Projects**

*Guildhall Pond:* she noted that the pond is undergoing a refurbishment. Works had included cleaning out the entire pond, a pump repair and replanting. The project was expected to be completed by mid-December.

*St Andrew's Holborn:* she reported that the redesign and landscaping programme was progressing well. Planning permission for the works is would be sought in January, with works to begin on site in February and a completion date towards the end of summer 2014.

*Tree inspection contract:* the City Gardens team had undertaken a tender exercise for the inspection of tree stock. Traditionally, the tender process and inspection works had been undertaken annually. This year the team had taken the opportunity to work with City of London Procurement Service (CLPS) and had designed a specification to include West Ham Park and an award of the

contract for five years with the potential for two, one year extensions. The contract has identified savings, officer time and included Massaria inspections for both areas for the duration.

*Tree works contract:* using the same principle as that adopted for the tree inspection contract, the team were currently preparing contract documents for a tree works contract, using a government framework. The City of London legal team were currently carrying out due diligence before a four year contract could be awarded.

### **Britain in Bloom**

The City Gardens Manager reported that officers and the Chairman had attended the Britain in Bloom finalist award celebrations in Cleethorpes on 12 October. The City won an overall Gold for the Town category and due to consistent high quality applications over the years, the City had been picked, alongside five other entries across the country to enter the Champion of Champions category for 2014.

### **Friends of City Gardens and Volunteer Activities**

The City Gardens Manager reported that 14 volunteers from the friends and the City Guides 'put to bed' Christ Church Greyfriars during mid – October and that the sessions had been a great success and were due to be repeated in spring 2014.

She added that 16,000 naturalised bulbs had been planted in some of City Gardens, at sites including the Barbican Estate; Thomas More and Ben Johnson High Walk, Postman's Park and Bunhill Fields. The volunteer groups involved included: Pricewaterhouse Coopers, Thyme Out (a group of adults with learning disabilities from Bromley), Scouts from the City Group and the Friends of City Gardens.

She concluded by noting that the Friends of City Gardens are now an officially constituted group and had held their first Annual General Meeting on the 19 October, which had been attended by 300 persons. She added that the Friends had recently secured a small grant from the Skipton Building Society to undertake biodiversity workshops with disadvantaged groups.

Finally, she noted that the Christmas Tree Lighting Ceremony would take place on Thursday 5 December at 4:00pm.

In response to a question from a member the City Gardens Manager confirmed that St Jude's Day storm damage across City Gardens had been limited to the loss of one tree at Bunhill Fields and some minor damage to branches across City Gardens as a whole.

In response to a question from the Deputy Chairman regarding the works at St Andrew's Holborn, the Superintendent confirmed that the City of London would assume responsibility for the expanded area of open space by the church, and that this would be funded by s106 monies.

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

**Observers to the Open Spaces and City Gardens Committee**

In response to a query from an Observer, the Committee clerk agreed to look into whether Observers could be incorporated into the Committee's terms of reference.

14. **URGENT ITEMS**

There was no urgent business.

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 Act.

<b>Item(s)</b>	<b>Paragraph(s)</b>
16-18	3

16. **NON-PUBLIC MINUTES**

**RESOLVED:** that the non-public minutes of the meeting held on 7 October be agreed as a correct record.

17. **DECISIONS TAKEN UNDER URGENCY POWERS - TREE INSPECTION CONTRACT**

The Committee received a report of the Town Clerk detailing action taken under under urgency powers since the last meeting of the Committee.

**RECEIVED**

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

**Blackfriars Bridge**

The City Gardens Manager updated the Committee on the unauthorised installation of a food kiosk near Blackfriars Bridge.

**The meeting ended at 4.00 pm**

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Chairman

**Contact Officer: Alistair MacLellan**  
**[alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)**

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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	<b>Completed</b> Submitted to 6 November 2013 meeting of the Health and Wellbeing Board
November 2013	Investigate the potential inclusion of Observers into the Open Spaces and City Gardens Terms of Reference from 2014/15.	Committee Clerk	February 2014	Committee Clerk to advise at February 2014 Committee Meeting.

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# Agenda Item 5

<b>Committee:</b> Open Spaces and City Gardens	<b>Date:</b> 17 February 2014
<b>Subject:</b> Corporate Governance – Scheme of Delegations and Standing Orders	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Summary</b>	
<p>As part of the City Corporation's arrangements for ensuring good governance the Scheme of Delegation to Chief Officers has been reviewed and a number of changes have been proposed. The changes, which principally reflect changes to legislation and previously agreed City Corporation's policies, were considered and approved by Policy and Resources Committee on 23 January 2014 and will go on to be submitted to the Court of Common Council on 1 May 2014.</p> <p>The Policy Committee is responsible for the review and for the co-ordination of the City Corporation's governance arrangements. The Committee therefore considered the Scheme in its entirety including the general framework and conditions of the delegations and an amendment to Standing Orders which relate to the declaration of operation property assets which are surplus to requirements.</p> <p>All committees are required to consider those elements for which they have responsibility. The Open Spaces and City Gardens Committee's strategic and operational remit is set out in section 4 of its Terms of Reference 2013/14, a copy of which is attached as appendix 2.</p> <p>A copy of the revised section in the Scheme of Delegations applicable to this Committee is attached as an appendix to this report for your consideration and the sections upon which Members of the Committee are invited to comment are highlighted in yellow.</p>	
<b>Recommendations</b>	
<ol style="list-style-type: none"><li>1. Subject to the approval of the Policy and Resources Committee of the overall Scheme of Delegation, the delegations relating to the Director of Open Spaces as set out in the appendix to this report be approved; and</li><li>2. note the proposed amendment to Standing Orders relating to the declaration of operation property assets which are surplus to requirements.</li></ol>	

## Main Report

### **Background**

1. As a corporate body all decisions are vested in the Court of Common Council. To facilitate the administration of the City Corporation's many and complex functions, the Court delegates the majority of its functions to its committees

and officers. The committee terms of reference set out the functions delegated to committees whilst the Scheme of Delegations sets out those functions which have been delegated to officers.

### **Scheme of Delegations**

2. The Scheme of Delegations has recently been reviewed and a number of changes are proposed which on the whole reflect changing legislation, amendments to corporate policy and operational needs. A copy of the revised Chief Officer(s) delegations relevant to this Committee is attached as an appendix to this report. The appendix includes some minor changes to reflect the fact that the Open Spaces and City Gardens Committee and West Ham Park Committee are now separate Grand Committees in their own right.
3. A full copy of the Scheme is available for Members to view in the Members' Reading Room and is also available on request.
4. The Policy and Resources Committee are responsible for the review and co-ordination of the City Corporation's governance arrangements which includes amongst other things, committees and Standing Orders.

### **Standing Orders – Declaring Assets Surplus**

5. The drive for efficiency savings including the Corporate Asset Realisation Programme and the more recent Service Based Reviews have highlighted the need for the City to more effectively identify those assets which are surplus to departmental need so they can be considered for alternative uses or disposal.
6. Whilst there are a number of officer groups considering the efficient and effective use of assets and resources it is felt that their work would be assisted by a change to Standing Orders which would formalise the process for Chief Officers and Committees identifying assets as surplus. It should be noted that prior to the approval of the Court, the Policy and Resources Committee added the following Standing Order with regard to this.

#### ***Standing Order No 55 - Identification of Property Assets Surplus to Departmental Requirements***

*(1) Committees are required to consider the effective and efficient use of all operational property assets. This will be monitored by the Corporate Asset Sub Committee*

*(2) Where assets are no longer required, in whole or in part, for the provision of operational services for which they are currently held, a report on the circumstances must be made to the Corporate Asset Sub Committee. This does not apply where letting are an integral part of the service e.g. market or housing tenancies*

## **Corporate & Strategic Implications**

7. The proposed changes to the Scheme of Delegations and Standing Orders are intended to support the effective governance of the City of London and ensure that decision making is effective and transparent.

- Appendix 1 – Revision(s) to Scheme of Delegations
- Appendix 2 – Open Spaces and City Gardens Committee Terms of Reference 2013/14

### **Alistair MacLellan**

Policy Officer

Town Clerk's Department

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## **DIRECTOR OF OPEN SPACES**

The following matters are delegated to the Director of Open Spaces.

### **Strategic**

1. To submit responses, having consulted where appropriate, on behalf of the Open Spaces and City Gardens Committee to initiatives and consultative documents issued by the Government and its agencies.

### **Operational**

#### **Burnham Beeches and City Commons**

2. To deal with the sale of agricultural and forestry produce by private treaty.
3. To issue all necessary licences, franchises and consents relating to the Beeches/Commons where a precedent has already been set and where the Epping Forest & Commons Committee have not indicated that they wish to consider any further applications.
4. To seek and obtain all requisite licences and consents required in connection with Beeches/Commons lands, activities or entertainments.
5. To take any action to protect or preserve the Beeches/Commons and to report to the Epping Forest & Commons Committee, as appropriate.
6. To enforce the Byelaws relating to the Beeches/Commons subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller & City Solicitor and to the result of any such prosecution being reported to the Epping Forest & Commons Committee.
7. To authorise individual officers to enforce the Byelaws appertaining to the Beeches/Commons subject to any decision to institute proceedings being taken in accordance with paragraph (8) above.
8. To grant licences for:
  - a. sale of refreshments
  - b. filming and commercial photography
  - c. events and entertainments
  - d. driving and parking vehicles
9. To grant minor wayleaves and licences in consultation with the City Surveyor.

#### **Epping Forest**

10. To take any action to protect or preserve the Forest, and to report to the Epping Forest & Commons Committee, as appropriate.
11. To authorise individual officers to enforce the Byelaws relating to the Forest, subject to any decision to institute legal proceedings for any offence being made in

consultation with the Comptroller & City Solicitor, if appropriate, and to the result of any such prosecution being reported to the Epping Forest & Commons Committee.

12. To institute proceedings in Magistrates' courts under the Epping Forest Act 1878 (as amended) Section 87 of the Environmental Protection Act 1990, Section 9 of the City of London (Various Powers) Act 1971 and Section 7(6) of the City of London (Various Powers) Act 1977>
13. To close, re-open and vary designated ways pursuant to Section 9(4) of the City of London (Various Powers) Act 1961.
14. To deal with the sale of Forest produce by private treaty.
15. To grant licences for –
  - e. sale of refreshments;
  - f. filming and commercial photography;
  - g. circus and fairs;
  - h. flying model aircraft;
  - i. driving and parking vehicles;
  - j. camping;
  - k. events and entertainments.
16. To let out recreational facilities in accordance with the current approved scale of charges.
17. To grant minor way-leaves and licences.
18. To fix fees for the sale of Forest produce and to fix licence fees for ice cream vans and other small scale refreshment facilities in the Forest.

**Hampstead Heath, Highgate Wood and Queen's Park**

19. To liaise with English Heritage pursuant to the provision of any agreement in this regard between the City of London Corporation and English Heritage.
20. To issue all necessary licences, franchises and consents relating to Hampstead Heath, Highgate Wood and Queen's Park where a precedent has already been set and where the Hampstead Heath, Highgate Wood & Queen's Park have not indicated that they wish to consider any further applications.
21. To seek and obtain all requisite licences and consents required in connection with Hampstead Heath lands, Highgate Wood and Queen's Park, activities or entertainments.

22. To act to protect or preserve Hampstead Heath, Highgate Wood and Queen's Park and to report to the Hampstead Heath, Highgate Wood & Queen's Park Committee, as appropriate.
23. To enforce the Byelaws relating to Hampstead Heath, Highgate Wood and Queen's Park subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller & City Solicitor and to the result of any such prosecution being reported to the Hampstead Heath, Highgate Wood & Queen's Park Committee.
24. To authorise individual officers to enforce the Byelaws appertaining to the Hampstead Heath Grounds, Highgate Wood and Queen's Park subject to any decision to institute proceedings being taken in accordance with paragraph 25 above.
25. To let out recreational facilities in accordance with the current approved scale of charges.
26. To grant licences for:
  - l. sale of refreshments
  - m. filming and commercial photography
  - n. circus and fairs
  - o. driving and parking vehicles
  - p. events and entertainments
  - q. minor wayleaves and licences

#### **City Gardens and West Ham Park**

27. To take any action to protect or preserve West Ham Park and the City Gardens, and to report to the Open Spaces and City Gardens Committee or the West Ham Park Committee, as appropriate.
28. To enforce the Byelaws relating to West Ham Park and to the City Gardens subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller & City Solicitor, and to the result of any such prosecution being reported to the Open Spaces and City Gardens or the West Ham Park Committee, as appropriate.
29. To authorise individual officers to enforce the Byelaws appertaining to West Ham Park and to the City Gardens, subject to any decision to institute proceedings being taken in accordance with paragraph 28 above.
30. To grant licences for:
  - r. sale of refreshments
  - s. filming and commercial photography

t. events and entertainments

u. driving and parking vehicles

31. To grant minor wayleaves and licences.

32. To seek and obtain all requisite licences and consents required in connection with West Ham Park and City Gardens lands, activities or entertainments.

33. To let out recreational facilities in accordance with the current approved scale of charges.

### **Cemetery and Crematorium**

34. To re-purchase the Rights of Burial in unused graves.

35. To refund fees paid by City of London Corporation employees or their close relatives in respect of the purchase of the Rights of Burial in a grave or alternatively the crematorium fees.

36. Setting of contract conditions and burial and cremation fees, in conjunction with the Comptroller & City Solicitor.

### **Delegations to other Officers**

37. The following authorities are also delegated to the Officers identified to be exercised either,

v. at the direction of the Director of Open Spaces; or,

w. in the absence of the Director of Open Spaces.

Superintendent of Burnham Beeches	-	Items 2 - 9
Superintendent of the City Commons	-	Items 2 - 9
Superintendent of Epping Forest	-	Items 10 – 18
Superintendent of Hampstead Heath, Highgate Wood and Queen's Park	-	Items 19 – 26
Superintendent of Parks & Gardens	-	Items 27 – 33
Cemetery & Crematorium Manager	-	Items 34 – 36



GIFFORD, Mayor	<b>RESOLVED:</b> 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:-
    - o the Chairman and Deputy Chairman of the Epping Forest & Commons Committee
    - o 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

<b>Committee(s):</b>	<b>Date(s):</b>
Open Spaces and City Gardens	17 February 2014
<b>Subject:</b> CONSOLIDATED REVENUE AND CAPITAL BUDGETS – 2013/14 AND 2014/15	
<b>Report of:</b> The Chamberlain The Director of Open Spaces	<b>Public For Information</b>

## Summary

This report is the annual submission of the consolidated revenue and capital budgets overseen by your Committee. In particular, it updates the Committee on the latest approved revenue budget for 2013/14 and the proposed revenue budget for 2014/15, as approved by the relevant Open Spaces Committees. Details of the draft capital and supplementary revenue budgets are also provided.

Summary of Table 1 (All Committees)	Latest Approved Budget	Original Budget	Movement
	2013/14 £000	2014/15 £000	£000
Expenditure	19,259	20,636	1,377
Income	(6,441)	(5,930)	511
Support Services and Capital Charges	2,932	2,923	(9)
<b>Total Net Expenditure</b>	<b>15,750</b>	<b>17,629</b>	<b>1,879</b>

Summary of Table 1 (By Committee)	Latest Approved Budget 2013/14 £000	Original Budget 2014/15 £000	Movement  £000
<b><u>West Ham Park</u></b>			
Expenditure	1,327	1,506	179
Income	(573)	(521)	52
Support Services and Capital Charges	249	241	(8)
<b>Total</b>	<b>1,003</b>	<b>1,226</b>	<b>223</b>
<b><u>Epping Forest &amp; Commons</u></b>			
Expenditure	7,370	7,964	594
Income	(2,561)	(2,395)	166
Support Services and Capital Charges	1,629	1,665	36
<b>Total</b>	<b>6,438</b>	<b>7,234</b>	<b>796</b>
<b><u>Hampstead Heath, Queens Park and Highgate Wood</u></b>			
Expenditure	8,360	8,974	614
Income	(2,967)	(2,674)	293
Support Services and Capital Charges.	1,152	1,118	(34)
<b>Total</b>	<b>6,545</b>	<b>7,418</b>	<b>873</b>

<b><u>Open Spaces &amp; City Gardens</u></b>			
Expenditure	2,202	2,192	(10)
Income	(340)	(340)	0
Support Services and Capital Charges.	(98)	(101)	(3)
<b>Total</b>	<b>1,764</b>	<b>1,751</b>	<b>(13)</b>
<b>Total Net Expenditure</b>	<b>15,750</b>	<b>17,629</b>	<b>1,879</b>

Overall the provisional Original budget for 2014/15 totals £17.629M, an increase of £1.879M compared with the latest approved budget for 2013/14. The overall movement in net expenditure of £1.879M comprises an increase of £1.377M in expenditure, a decrease of £511,000 in income, off-set by a £9,000 decrease in Support Services & Capital Charges. The main reasons contributing to this overall increase as reported to each Open Space Committee are :-

**West Ham Park:**

- An increase of £169,000 in expenditure within the City Surveyor's Local Risk Additional Works Programme.
- A £75,000 decrease in Central Risk income due to the City Bridge Trust (CBT) funding for 2011-14 coming to an end.

**Epping Forest and Commons:**

- An increase of £590,000 in expenditure within the City Surveyor's Local Risk Additional Works Programme.
- A reduction of £166,000 in income, most of which relate to a reduction in Grant income of £177,000 (Heritage Lottery Funding and CBT).

**Hampstead Heath, Queens Park and Highgate Wood:**

- An increase of £708,000 in expenditure within the City Surveyor's Local Risk Additional Works Programme.
- A reduction of £545,000 in Central Risk 'Other Grants' as the 3 year CBT funding programme comes to an end, this will be replaced by new CBT funding for £252,000 and credited to Local Risk.

## **Recommendations**

The Committee is requested to note the latest approved revenue and capital budgets for 2013/14 and the provisional revenue and capital budgets for 2014/15, as approved by the relevant Open Spaces Service Committees.

## **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 Epping Forest, City Commons, Burnham Beeches, Stoke Common, Hampstead Heath, Queens Park, Highgate Wood, and West Ham Park, which are all registered charities and are funded from City's Cash. They are run at no cost to the communities that they serve as they are funded principally by the City, together with donations, sponsorship, grants, and trading income. City Gardens is funded from the City Fund as part of the City Corporation's local authority functions, whilst the Open Spaces Directorate which is funded from City Cash, 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. These include :-
- Deliver phase two of the grazing expansion plan (2013) leading to grazing to approx. 95% of the site in 2015. (Burnham Beeches)
  - Deliver projects detailed in the Stoke Common Heathland regeneration plan for year's five to eight. (Stoke Common)
  - Deliver Business Plan priorities to achieve key performance indicators. (City Commons)
  - Continue working in partnership with English Heritage, Kenley Airfield Friends Group, to fund conservation and interpretation re Kenley Revival Project. (City Commons)
  - Provide Conservation Management Plan in respect of the dam project at Highams Park. (Epping Forest)
  - Support funding events and secure woodland grant funding re Gifford Wood Appeal. (Epping Forest)
  - Management Plan (development) – draft tender document, commission consultants, and form working groups to deliver new plan. (Epping Forest)
  - 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. (City Gardens)
  - Deliver approved actions set down in the Biodiversity Action Plan in order to protect and enhance Sites of Local Importance for Nature Conservation. (City Gardens)
  - Provide site related input at Project board meetings and report to members on an annual basis with regard to the Crossrail project. (City Gardens)
  - Apprenticeships - Using funding already secured to engage 3 young people to undertake horticultural training across a range of sites. (West Ham Park)
  - Environment - Seek to reduce water usage by undertaking a full audit of water utilities. (West Ham Park)
  - Implement educational and biodiversity projects using CBT funding secured for 2011-14. (West Ham Park)
  - Continue to support the Hampstead Heath Ponds project at Hampstead Heath. (Hampstead Heath)
  - Implement a Tree Risk Management project at Hampstead Heath. (Hampstead Heath)
  - Undertake the Conservation Management Plans at Queens Park. (Queens Park)
  - Monitor woodland sustainability at Highgate Wood.(Highgate Wood)

## **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 and a further 1% saving in 2014/15. An allowance towards any potential pay and price increases of 1% for 2013/14 and 2% for 2014/15 have been included. Furthermore, following the end of the 3 year CBT grants (2011-14) it was proposed that grant funding for a further three years be sought for the following Committees :-
- Epping Forest & Commons - £237,000 per annum; and
  - Hampstead Heath, Queens Park & Highgate Wood - £252,000 per annum.

New CBT funding has been secured to support three apprentices to undertake horticultural training at West Ham Park - £39,000 in 13/14, £61,000 in 14/15, £23,000 in 15/16.

In addition the Town Clerk and Chamberlain have agreed to a base budget increase for both Epping Forest & Commons and Hampstead Heath, Queens Park and Highgate Wood Committees of £43,000 and £80,000 respectively, to mitigate the reduction in grant funding, these are reflected in the 2014-15 budget.

The budget has been prepared within the resources allocated to the Director.



TABLE 1 OPEN SPACES SUMMARY – ALL FUNDS						
Analysis of Service Expenditure	Local or Central Risk	Actual 2012-13 £'000	Latest Approved Budget 2013-14 £'000	Original Budget 2014-15 £'000	Movement 2013-14 to 2014-15 £'000	Paragraph Reference
<b>EXPENDITURE</b>						
Employees	L	11,815	12,071	12,183	112	12
Employees – Olympic & Paralympic Games	C	37	0	0	0	
R & M (City Surveyor's Local Risk)	L	2,122	2,705	4,160	1,455	10
Transport Related Expenses	L	700	638	551	(87)	13
Transport Related Expenses – Olympic & Paralympic Games	C	2	0	0	0	
Supplies & Services	L	2,766	1,931	1,864	(67)	14
Supplies & Services – Olympic & Paralympic Games	C	5	0	0	0	
Third Party Payments	L	137	103	78	(25)	
Transfer to Reserves – Capital & Nursery	C	564	8	9	1	
Transfer to Reserve – HLF and Metropolitan Police Contribution	L	297	75	100	25	
<b>Total Expenditure</b>		<b>20,764</b>	<b>19,259</b>	<b>20,636</b>	<b>1,377</b>	
<b>INCOME</b>						
Government Grants	L	(530)	(479)	(479)	0	
Other Grants, Reimbursements and Contributions – Section 106/Rechargeable Works, HLF, CBT and Metropolitan Police Contribution	L	(615)	(479)	(944)	(465)	15
Other Grants, Reimbursements and Contributions – CBT & Capital	C	(1,760)	(986)	0	986	16
Customer, Client Receipts	L	(2,985)	(2,787)	(2,739)	48	
Recharges to Capital Projects	L	(39)	(40)	(40)	0	
Investment Income	L	(2)	0	0	0	
Investment Income	C	(1,258)	(1,212)	(1,212)	0	
Transfer from Reserves – City Bridge Trust & Section 106	L	(237)	0	0	0	
Transfer from Reserve – Capital & Nursery	C	(275)	(458)	(516)	(58)	17
<b>Total Income</b>		<b>(7,701)</b>	<b>(6,441)</b>	<b>(5,930)</b>	<b>511</b>	
<b>TOTAL EXPENDITURE/ (INCOME) BEFORE SUPPORT SERVICES AND CAPITAL CHARGES</b>		<b>13,063</b>	<b>12,818</b>	<b>14,706</b>	<b>1,888</b>	
<b>SUPPORT SERVICES AND CAPITAL CHARGES</b>						
Central Support and Capital Charges		3,091	3,267	3,258	(9)	
Recharges within Fund		(151)	(151)	(151)	0	
Recharges Across Funds		(91)	(76)	(76)	0	
Recharges to Finance Committee (Corporate & Democratic Core)		(108)	(108)	(108)	0	
<b>Total Support Services and Capital Charges</b>		<b>2,741</b>	<b>2,932</b>	<b>2,923</b>	<b>(9)</b>	
<b>TOTAL NET ENDITURE/(INCOME)</b>		<b>15,804</b>	<b>15,750</b>	<b>17,629</b>	<b>1,879</b>	

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 an increase of £1.879M in the overall budget between the 2013/14 latest approved budget and the 2014/15 original budget. This movement is explained by variances in the following paragraphs.
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 increase of £1.455M 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 reports to the appropriate committee in 2013 which for all open spaces totalled £1,637,500, which was endorsed by the Corporate Asset Sub Committee in July 2013 and by the Resource Allocation Sub Committee in January 2014. The anticipated balance of remaining Additional Works Programme schemes of £1,925,829 has also been incorporated.

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).

<b>TABLE 2 - CITY SURVEYOR LOCAL RISK</b>	<b>Latest</b>	<b>Original</b>
<b>Repairs and Maintenance</b>	<b>Approved</b>	<b>Budget</b>
	<b>Budget</b>	<b>Budget</b>
	<b>2013/14</b>	<b>2014/15</b>
	<b>£'000</b>	<b>£'000</b>
<b>Additional Works Programme</b>		
West Ham Park	155	324
Bunhill Fields	167	157
City Gardens	38	36
Burnham Beeches	36	85
Epping Forest	646	983
City Commons	95	299
Hampstead Heath	870	1,397
Queens Park	20	99
Highgate Wood	80	182
	<b>2,107</b>	<b>3,562</b>
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>		
West Ham Park	33	33
Bunhill Fields	16	16
Nursery	5	5
City Gardens	13	13
Open Spaces Directorate	1	1
Burnham Beeches	32	32
Epping Forest	188	188
City Commons	28	28
Hampstead Heath	193	193
Queens Park	15	15
Highgate Wood	25	25
	<b>549</b>	<b>549</b>
<b>Cleaning</b>		
West Ham Park	3	3
Burnham Beeches	3	3
City Commons	14	14
Epping	21	21
Hampstead Heath	8	8
	<b>49</b>	<b>49</b>
<b>Total City Surveyor</b>	<b>2,705</b>	<b>4,160</b>

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	5.00	336	5.00	338
City Gardens/Bunhill Fields	32.00	1,100	32.00	1,125
West Ham Park/Nursery	22.10	782	22.70	810
Epping, Wanstead, Chingford, HLF, CBT	82.43	2,795	79.78	2,839
Burnham Beeches/Stoke Common	13.33	450	13.33	469
City Commons	22.31	764	22.91	798
Hampstead Heath	132.34	5,078	129.92	5,056
Queens Park	12.80	426	11.80	434
Highgate Wood	8.44	340	7.44	314
<b>TOTAL</b>	<b>330.75</b>	<b>12,071</b>	<b>324.88</b>	<b>12,183</b>

12. The increase of £112,000 in Employees Local Risk is mainly due to a number of vacancies across Open Spaces which will be filled in 2014/15 and a provision for a 1.0% pay award, partially offset by reduction in posts at Queens Park and Highgate Wood and reduction in temporary agency staff at Hampstead Heath.
13. The £87,000 reduction in Transport related expenditure is mainly due to the reduced vehicle purchase requirement within the Assets Team at Epping.
14. The £67,000 decrease in Supplies & Services is mainly due to a reduced requirement in equipment at Queens Park, and professional fees at Epping (HLF).
15. The increase of £465,000 in Other Grants, Reimbursements and Contributions (Local Risk) is mainly due to the new CBT funding for Hampstead Heath, Queens Park, Highgate Wood, and Epping Forest being applied to Local Risk as opposed to Central Risk. (see also para. 16 below)
16. The £986,000 decrease in Other Grants, Reimbursements and Contributions (Central Risk) is mainly due to the fallout of the CBT funding for Hampstead Heath, Queens Park, Highgate Wood, and Epping Forest. The 3 year schemes 2011/12-2013/14 totalling £896,000 per annum (£336,000 for Epping Forest, and £560,000 for Hampstead Heath, Queens Park, & Highgate Wood) end in March 2014. However, bids of £237,000 (Epping

Forest) and £252,000 (Hampstead Heath, Queens Park, & Highgate Wood) for 2014/15 have been submitted and will be credited to Local Risk.

17. The increase of £58,000 in Transfer from Reserves (Central Risk) is income transferred from the Capital Reserve Account to cover the increase in depreciation charges for HLF 'Branching Out' projects at Epping Forest.

### **Larger Variances in Services Managed (Appendix 1)**

18. The £223,000 increase in West Ham Park is mainly due to an increase of £169,000 in the City Surveyors Additional Works Programme and a decrease of £56,000 in Central Risk non government grant income relating to the old CBT which has come to an end.
19. The £532,000 increase in Epping Forest is mainly due to an increase of £337,000 in the City Surveyor's Local Risk Additional Works Budget and an increase in employee costs due to vacant posts in 2013/14 being filled in 2014/15.
20. The £52,000 increase in Burnham Beeches is mainly due to the increase of £49,000 in the City Surveyor's Additional Works Programme.
21. The £211,000 increase in City Commons relates mainly to the £204,000 increase in the City Surveyor's Additional Work Programme.
22. The £678,000 increase in Hampstead Heath is mainly due to the £527,000 increase in the City Surveyor's Additional Works Programme.
23. The £81,000 increase in Queens Park is mainly due to the £79,000 increase in the City Surveyor's Additional Works Programme.
24. The £114,000 increase in Highgate Wood is mainly due to the £102,000 increase in the City Surveyor's Additional Works Programme.
25. The £57,000 increase in Capital Charges mainly relate to depreciation on HLF 'Branching Out' Capital Schemes at Epping.

### **Potential Further Budget Developments**

26. 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.

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

### **Revenue Budget 2013/14**

27. The forecast outturn for the current year is in line with the latest approved budget of £15.75M.

### **Draft Capital and Supplementary Revenue Budgets**

28. The draft capital and supplementary revenue projects latest estimated costs are summarised in the tables below. These items are approved and contractually committed with the exception of Great Gregories Farm and Seething Lane Garden. There is also no movement to the Reservoirs and Pond Embankment projects at Burnham Beeches as they are on hold, however, the Kenley Revival project is still progressing.

	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
Highams Park Lake		225	1,640					1,865
Branching Out	3,642	961	45					4,648
Great Gregories Farm		18						18
Hydrology improvements	539	878	840	7,469	4,851			14,577
<b>Total</b>	<b>4,181</b>	<b>2,082</b>	<b>2,525</b>	<b>7,469</b>	<b>4,851</b>	<b>0</b>	<b>0</b>	<b>21,108</b>

	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
Baldwins Pond & Deer Sanctuary Pond		31						31
Whitestone Pond	467	16						483
<b>Total</b>	<b>467</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>514</b>

Table 6 - 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
<b>Total</b>	<b>106</b>	<b>30</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>276</b>

29. In addition to the approved budget items above, the implementation phases of the Great Gregories Farm overwintering of the cattle scheme and the Baldwin's Pond and Deer Sanctuary Ponds scheme are due to be carried out within the next two years.
30. 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
<b><u>CITY CASH</u></b>					
DIRECTORATE*	0	0	0	0	
BUNHILL FIELDS	210	332	325	(7)	
WEST HAM PARK	913	1,003	1,226	223	18
CBT**	0	0	0	0	
NURSERY***	0	0	0	0	
EPPING FOREST	4,397	4,138	4,670	532	19
EPPING FOREST – CBT**	0	0	0	0	
HLF	3	7	7	0	
CHINGFORD GOLF COURSE	16	(64)	(65)	(1)	
WANSTEAD FLATS	179	174	176	2	
WOODREDON & WARLIES****	0	0	0	0	
BURNHAM BEECHES	676	624	676	52	20
STOKE COMMON	20	22	22	0	
CITY COMMONS	1,675	1,537	1,748	211	21
HAMPSTEAD HEATH	5,261	5,384	6,062	678	22
HAMPSTEAD HEATH – CBT**	0	0	0	0	
QUEENS PARK	657	648	729	81	23
QUEENS PARK – CBT**	0	0	0	0	
HIGHGATE WOOD	435	513	627	114	24
HIGHGATE WOOD – CBT**	0	0	0	0	
<b>TOTAL</b>	<b>14,442</b>	<b>14,318</b>	<b>16,203</b>	<b>1,885</b>	
<b><u>CITY FUND</u></b>					
CITY GARDENS	1,414	1,292	1,272	(20)	
CITY OPEN SPACES (ENV SERVICES)	162	140	154	14	
<b>TOTAL</b>	<b>1,576</b>	<b>1,432</b>	<b>1,426</b>	<b>(6)</b>	
<b>TOTAL (ALL FUNDS)</b>	<b>16,018</b>	<b>15,750</b>	<b>17,629</b>	<b>1,879</b>	

Reasons for zero budget lines:-

- \* The Directorate expenditure is recharged to all the Open Spaces and nets to zero.
- \*\* City Bridge Trust (CBT) expenditure is funded from Local Risk (Previously Central Risk), it is a restricted fund which nets to zero.
- \*\*\* The Nursery is a trading account where any surplus or shortfall go to reserve and nets to zero.
- \*\*\*\* Woodredon and Warlies are fully rechargeable.



## APPENDIX 2

Support Services & Capital Charges to/from Open Spaces Committees.	Actual 2012-13 £'000	Latest Approved Budget 2013-14 £'000	Original Budget 2014-15 £'000	Movement 2013-14 to 2014-15 £'000	Paragraph Reference
<b>Support Services &amp; Capital Charges</b>					
<b>Central Recharges-</b>					
City Surveyor's Employee Recharge	642	620	604	(16)	
Admin Buildings	56	60	60	0	
Insurance	232	198	191	(7)	
I.S.Recharges - Chamberlain	611	657	636	(21)	
Capital Charges	309	468	525	57	25
<b>Support Services-</b>					
Chamberlain (including CLPS Recharges)	413	410	403	(7)	
Comptroller and City Solicitor	166	176	170	(6)	
Town Clerk	331	338	326	(12)	
City Surveyor	272	278	281	3	
Other Services*	59	62	62	0	
<b>Total Support Services &amp; Capital Charges</b>	<b>3,091</b>	<b>3,267</b>	<b>3,258</b>	<b>(9)</b>	
<b>Recharges Within Fund</b>					
Corporate and Democratic Core	(259)	(259)	(259)	0	
<b>Total Recharges Within Fund</b>	<b>(259)</b>	<b>(259)</b>	<b>(259)</b>	<b>0</b>	
<b>Recharges Across Funds</b>					
Directorate Recharges to Cemetery and Crematorium	(102)	(90)	(90)	0	
Woodredon & Warlies	11	14	14	0	
<b>Total Recharges Across Funds</b>	<b>(91)</b>	<b>(76)</b>	<b>(76)</b>	<b>0</b>	
<b>Total Support Services &amp; Capital Charges</b>	<b>2,741</b>	<b>2,932</b>	<b>2,923</b>	<b>(9)</b>	

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

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# Agenda Item 7

<b>Committee(s):</b>	<b>Date(s):</b>
Open Spaces and City Gardens	17 February 2013
<b>Subject:</b> Business Plan: Quarterly Performance Update	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>
<b>Summary</b>	
<p>Good progress can be reported on delivery of the 2013/14 Business Plan at the end of the third quarter of the reporting year. The report contains details of key projects delivered, achievement against the Key Performance Indicators and a review of the department's risks.</p>	
<b>Recommendation</b>	
Members are asked to note the report	

## 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 in July and November 2013 reporting on performance in the first and second quarter respectively. 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. At Epping Forest good progress has been made in implementing the Grazing Strategy. Planning permission for the overwintering facility has been received and tendering for the construction work has been completed. Construction will take place through the final quarter of the reporting year.
3. The Land Registration Project continued, with legal issues relating to the land registration process being resolved.

4. At Queen's Park a number of projects were delivered in the third structure. Consultation took place with a number of local resident's groups regarding closer involvement in the management of the park through attendance at the consultative committee. Four outdoor cinema events were held and although the weather was not good average attendance at each film was four hundred and the events generated £3,200 of income for the park. These events are organised by 'Where is the Nomad' which is a sister company of a local independent cinema, The Lexi. The Lexi is a social enterprise and 100% of its profits go towards improving the quality of life for the people of Lynedoch Village in Stellenbosch, South Africa.
5. At Highgate Wood photovoltaic units were installed ahead of schedule.

### Departmental Risks

6. The Departmental Risk Register has been fully reviewed by the Director and Superintendents at the end of each quarter. Substantial amendments were made to the risk register at the end of the second quarter. The Risk Register has been updated with additional mitigating action but no revisions have been made to the overall assessment of the risks faced by Open Spaces.

### Key Performance Indicators

7. 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

8. Two indicators are measured at amber. KPI 4 *Reduce Energy Consumption* remains amber to reflect the uncertainty regarding energy usage given the period of heaviest use is through the winter. The achievement of this target is largely due to the weather in February and March of this year.
9. KPI3 *Efficient receipting of invoices* was reported to be at amber at the end of the second quarter and is now red. Performance through the third quarter has not improved. The target is for 99% invoices to be receipted within ten days. The table below shows the performance through the third quarter.

Month	% of invoices receipted within ten days
Oct	93.89
Nov	94.59
Dec	91.92

10. The focus in improving these statistics has previously been working on developing a good working partnership with the new City of London Procurement Service. In the final quarter there will be targeted communication

of the importance of prompt receipting directly with all officers in Open Spaces who purchase.

### **Financial and risk implications**

11. The Director of Open Spaces has recently completed budget monitoring meetings with all Superintendents and a representative of the Chamberlain. These meetings are held at the end of each quarter and assess the position of each local risk budget. Currently there are no trends suggesting a significant over or under spend will occur at year end.

### **Conclusion**

12. Progress in delivering the business plan will continue to be monitored. A report on fourth quarter performance is planned for the committee meeting on the 8<sup>th</sup> April 2014. A new business plan for the department will also be presented for approval at this meeting.

### **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

<b>KEY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Control Evaluation:</b>
<b>Likelihood</b>	Rare	Unlikely	Possible	Likely	Almost Certain	<b>R:</b> Existing controls are not satisfactory
<b>Impact</b>	Insignificant	Minor	Moderate	Major	Catastrophic	<b>A:</b> Existing controls require improvement/Mitigating controls identified but not yet implemented fully
*Direction relates to change in assessment since last review (up/down/no change)						<b>G:</b> Robust mitigating controls are in place with positive assurance as to their effectiveness

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		
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. Use of funding from PRC to pay for external consultancy support	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

<b>KEY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Control Evaluation:</b>
<b>Likelihood</b>	Rare	Unlikely	Possible	Likely	Almost Certain	<b>R:</b> Existing controls are not satisfactory
<b>Impact</b>	Insignificant	Minor	Moderate	Major	Catastrophic	<b>A:</b> Existing controls require improvement/Mitigating controls identified but not yet implemented fully
*Direction relates to change in assessment since last review (up/down/no change)						<b>G:</b> Robust mitigating controls are in place with positive assurance as to their effectiveness



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		
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

<b>KEY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Control Evaluation:</b>
<b>Likelihood</b>	Rare	Unlikely	Possible	Likely	Almost Certain	<b>R:</b> Existing controls are not satisfactory
<b>Impact</b>	Insignificant	Minor	Moderate	Major	Catastrophic	<b>A:</b> Existing controls require improvement/Mitigating controls identified but not yet implemented fully
*Direction relates to change in assessment since last review (up/down/no change)						<b>G:</b> Robust mitigating controls are in place with positive assurance as to their effectiveness

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		
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
13	Failure to secure sufficient external funding for major capital works	3	4	Superintendents of EF and HH	Funding achieved for Wanstead Flats and Branching Out Project. Funding for Hampstead Heath and Wanstead Park still to be secured.	3	3	A ↓	Project programmes could be prepared to secure funding for Wanstead Park, but will have to follow the further resolution of hydrology issues	A

KEY	1	2	3	4	5	Control Evaluation: R: Existing controls are not satisfactory A: Existing controls require improvement/Mitigating controls identified but not yet implemented fully G: Robust mitigating controls are in place with positive assurance as to their effectiveness
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain	
Impact	Insignificant	Minor	Moderate	Major	Catastrophic	

\*Direction relates to change in assessment since last review (up/down/no change)

**OPEN SPACES PERFORMANCE DASHBOARD – QUARTER THREE 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
Increase departmental income	Raise by a further 2% compared to the original 2011/12 budget	Green	On target
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.
Respond to written complaints and general correspondence within 10 working days	Achieve all Corporate Service Response Standards	Green	Achieved
Respond to Freedom of Information Act and Environmental Information Regulation Requests within 20 working days	Meet target in 100% cases	Green	Achieved

## OPEN SPACES PERFORMANCE DASHBOARD – QUARTER THREE 2013-14

Minimise working days lost through sickness	Below the average for the City Corporation of seven days per annum	Green	On target
Improve take up of training courses	Reduce the level of training days lost	Green	On target
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
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

## OPEN SPACES PERFORMANCE DASHBOARD – QUARTER THREE 2013-14

Improve Learning Services	Maintain the number of sessions held in 2012/13	Green	On target
Reduce Energy Consumption	Achieve corporate target of 2.5% reduction	Amber	Significant risks due to revised target, cold wet weather in first quarter.
Reduce accidents reported	Reduce the number of reported accidents resulting in injuries (2012-50)	Green	On target
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	
Increase of Open Spaces websites	Increase traffic by 10% on previous year	Green	Achieved
Maintain our market share of burials	Achieve 8% market share of burials	Green	On target
Maintain our market share of cremations	Achieve 23% market share of cremations	Green	On target

**OPEN SPACES PERFORMANCE DASHBOARD – QUARTER THREE 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
Increase the number of cremations using the new fully abated cremator	Carry out 60% of cremations using the new cremator	Green	On target

# Agenda Item 8

<b>Committee(s):</b>	<b>Date(s):</b>
Open Spaces and City Gardens	17th February 2014
<b>Subject:</b> Open Spaces Health & Safety Audit 2013	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>
<b><u>Summary</u></b>	
<p>The annual audit of Health and Safety (H&amp;S) in the Open Spaces Department was carried out in the second half of 2013 and found overall improvements in the management of H&amp;S. Whilst there is good safety practice evident throughout the Department, actions have been identified for continued improvements over the next twelve months and beyond.</p>	
<b>Recommendation</b>	
That Members receive this report.	

## **Main Report**

### **Background**

1. Annual H&S audits are carried out across the Open Spaces Department to monitor existing arrangements under twelve H&S indicators which are described in Appendix 1. The aims of the process are to assure the effectiveness of our H&S management system and support managers in carrying out their H&S roles.
2. During the summer and autumn of 2013 self-assessments were carried out across the Department. Three divisions were then selected to have their self-assessments fully validated:
  - City Gardens;
  - Epping Forest;
  - Hampstead Heath, Highgate Wood and Queen's Park.This involved visits by staff from other divisions to look at management practices, procedures and the safety culture on the ground. (The divisions are validated in alternate years and the other divisions were visited in 2012.) This report is a summary of points which arose through the process and more generally reports significant developments in H&S management across the Department in 2013.

### **Findings of the 2013 Audit**

3. H&S continues to have a high priority at all levels of the Department and there was continued improvement overall in the management of H&S.
4. Some examples of good practice identified across the Department include:
  - A workshop exercise was held at Hampstead Heath to test the emergency response to a potential incident involving the dams. This involved the City's Contingency Planning Officer, the Metropolitan Police and LB Camden.

- Updating of all fire risk assessments across City Commons;
  - Completion of comprehensive investigations of a backlog of accident reports at Epping Forest;
  - Initiation of a programme to capture detailed tree H&S management information in an electronic format at West Ham Park;
  - On Hampstead Heath, swimming safety procedures, internal lifeguard training and external audit are exemplars of good practice;
  - Good local recording of vehicle and machinery maintenance at Burnham Beeches;
  - Continued programme of safety inspection and assessment of monuments at the Cemetery and Crematorium;
  - Programme of training for working at height carried out in the City Gardens.
5. Of particular note since the last audit validation, a Technical Officer with a particular focus on H&S started work at Epping Forest. He has provided a consistent and knowledgeable approach to H&S across the division.
  6. Overall the audit showed improvement in H&S (Table 2). There are an increased number of ticks representing a 'Good - Very Good' performance with some indicators meriting 'Excellent' and there are no sites falling into the lowest category 'Needs Developing'. Any local issues found were largely by exception to otherwise safe systems in place.
  7. Each division has a H&S improvement plan to carry out actions identified in the audit. These tasks are integrated in work programmes and Superintendents are responsible for developing and delivering the action plans.
  8. The 'Top X' risks, i.e. the most significant H&S risks in the Open Spaces Department, receive a particular focus at departmental level. These risks and plans to mitigate them are reported to the Town Clerk's Department at six monthly intervals. The Top X risks are currently identified as in Table 1 below:

<b>Table 1</b>	
<b>Risk</b>	<b>Status</b>
Working near underground services	Red
Managing contractors and other third parties on site	Amber
Working at height	Amber (reduced from red in 2013)
Working with the public	Red
Reservoirs	Amber
Unsafe memorials	Red

One risk was reduced from red to amber in 2013 and two risks, '*Working near to the roadside*' and '*Controlled use of firearms*', were dropped from the departmental register as they are now considered to be appropriately managed at divisional level.



## Improvements during 2013

9. A pilot new corporate accident reporting system was rolled out in 2013. Individuals now report incidents by telephone to the Contact Centre where the initial details are captured, a unique incident number is generated and follow up emails are sent to the corporate H&S Section and departmental managers for investigation and appropriate action. Officers are working with the Corporate H&S Manager to provide feedback on the pilot and improve the distribution of the reports. Overall the new system has resulted in improved Near Miss reporting which provides valuable information for identifying potential risks.
10. Accidents and near misses are analysed on a regular basis and discussed at the quarterly departmental H&S Improvement Group chaired by the Director. The number of accidents resulting in injuries, in the last calendar year was down from 55 to 46.
11. Particular focus has been given during the year in the City Gardens Section, to the risks to staff and visitor whilst in the vicinity of the memorials and gravestones at Bunhill Fields. Working closely with the City Surveyor's Heritage Officer and taking advice from the Superintendent of the Cemetery & Crematorium, a survey was undertaken of the stability of the structures. Of the many headstones in Bunhill Fields, seventy-five were deemed unsafe and these were highlighted and an action plan was put in place.
12. We have continued to receive much support from the City's central H&S services. The corporate H&S Manager for HR and representatives of the City Surveyor's Department regularly attended Open Spaces departmental and divisional H&S meetings. The appointment of a new H&S Manager responsible for property across the City Corporation was welcomed and has led to a review of procedures in this area. The Occupational Health Section continued to provide a health referral service and guidance as well as assisting in the monitoring of staff health in relation to occupational risks. The support of the central H&S Managers was particularly appreciated with regard to the fatality of a swimmer at Kenwood Ladies Pond, Hampstead Heath during the summer.
13. There have been significant improvements in access to H&S information through the improved corporate H&S intranet pages with ready access to high quality guidance. In addition the corporate Safety Managers Forum meets on a quarterly basis and aids communication between lead safety personnel across the City of London. The central H&S Committee, chaired by the Town Clerk, now meets four times a year to provide strategic management of H&S. The Open Spaces Department actively participates in both these groups.
14. The City Surveyor continues to play a significant H&S role through the maintenance and development of buildings and infrastructure to ensure safe conditions on our sites. Open Spaces staff and senior managers have continued their work to ensure the Mitie repairs and maintenance contract provides the required level of service.
15. Key challenges for the year ahead include:
  - Developing our departmental H&S plan in line with the guidance provided by the Town Clerk's department;

- Further work on common standards of risk assessments and safe systems of work;
  - Further work to update Fire risk assessments across the department;
  - Continued commitment to ensuring H&S systems are in place and adhered to across the department.
16. The Audit fulfils the performance and legal obligations of the Director and the City of London Corporation to monitor H&S in the Department through an Annual Certificate of Assurance to the Town Clerk for Health and Safety in the Open Spaces Department.

### **Corporate & Strategic Implications**

17. The audit supports Strategic Aims 2 and 3.
- SA2 Provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
  - SA3 Provide valued services to London and the nation.
18. The Audit also links to the Departmental Business Plan through Departmental Objective 5 which seeks to “manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance”.

### **Conclusion**

19. The Audit supports the Department’s H&S policy and measures performance against it, while supporting Managers in maintaining a positive safety culture in the Department.
20. There is a high level of commitment to good H&S practice in the Department and whilst there is an overall improvement we are not complacent and have identified appropriate actions throughout the Department to ensure a balance is made between taking the precautions required and providing accessible and enjoyable open spaces.

**Contact:**

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**Table 2.**  
**Findings of the 2013 H&S Audit of:**  
**City Gardens;**  
**Hampstead Heath, Highgate Wood &**  
**Queens Park;**  
**Epping Forest**  
 (with previous results for comparison)

<b>Key:</b>	
Excellent	✓ ✓
Good – Very good	✓
Work in Progress	↑
Needs Developing	✗

Organisation, Implementation and Communication	Risk Management	Training	Volunteers, Contractors, Suppliers	Accident and Near Miss Reporting	Central Support	Checklists, Inspections and Maintenance Records	Policies	First Aid	Emergency Action Plans	Fire Safety	Monitoring and Review
1	2	3	4	5	6	7	8	9	10	11	12

**2013 Audit**

<b>City Gardens</b>	✓	↑	✓	↑	✓	✓	✓	↑	✓	✓	✓	✓
<b>Hampstead Heath, Highgate Wood &amp; Queens Park</b>	✓	✓	✓	↑	✓	✓	✓	↑	✓	✓	↑	✓
<b>Epping Forest</b>	↑	↑	↑	↑	✓	✓	✓	✓	✓	✓	↑	✓

**2011 Audit**

<b>City Gardens</b>	↑	↑	✓	✓	✓	✓	✓	↑	✓	✓	✓	✓
<b>Hampstead Heath, Highgate Wood &amp; Queens Park</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Epping Forest</b>	↑	↑	✓	↑	✓	✓	↑	↑	✓	✓	✓	↑

## Appendix 1

### The Open Spaces H&S Audit Indicators

**Indicator 1: Organisation, Implementation and Communication.** Each Division must have a local Health & Safety Plan and statement, and ensure that is regularly updated, clearly communicated and understood by all staff.

**Indicator 2: Risk Management.** Each Division should have Risk Assessments and Safe Systems of Work in place that cover all activities, operations and premises and adhere to current legislation and City Codes of Practice.

**Indicator 3: Training.** All staff shall receive a thorough health & safety induction followed by regular recorded and evaluated training determined by legislation, risk assessments and duties.

**Indicator 4: Volunteers, Contractors and Suppliers.** Each Division should have local arrangements to ensure that all third parties are working in accordance with health & safety legislation.

**Indicator 5: Accident and Near Miss Reporting.** Each Division must have procedures to ensure the reporting, investigation and analysis of accidents, incidents and near misses in accordance with City and Departmental Codes of Practice.

**Indicator 6: Central Support.** Each Division should have arrangements in place with the City Surveyors Department, the Occupational Health Section and the central Health and Safety Section to ensure central support according to the schedules defined in the Open Spaces Health & Safety Policy.

**Indicator 7: Checklists, Inspections and Maintenance Records.** Each Division should ensure that all statutory tests and inspections are undertaken in accordance with current legislation and that infrastructure is regularly inspected according to an accurate asset inventory.

**Indicator 8: Policies.** Based on Departmental guidance, each Division should define site specific policies (as applicable) on Water Safety, Tree Safety, Play Equipment, Vehicle Safety, Events and Lone Working.

**Indicator 9: First Aid.** Each Division should have appropriate first aid arrangements relating to training and provision according to current legislation and local risk assessments.

**Indicator 10: Emergency Action Plans.** Each Division should have plans and procedures to deal with emergencies and disasters.

**Indicator 11: Fire Safety.** Each Division should have appropriate fire safety equipment, training and procedures based on local fire risk assessments.

**Indicator 12: Monitoring and Review.** Each Division should review their local Health & Safety Plan on an annual basis, advising the Open Spaces Health & Safety Committee of any key issues arising from this process.

# Agenda Item 10

<b>Committee(s):</b>	<b>Date(s):</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	27 January 2014
Open Spaces and City Gardens Committee	17 February 2014
West Ham Park Committee	17 February 2014
Epping Forest and Commons Committee	10 March 2014
<b>Subject:</b> Schedule of Visits 2014	<b>Public</b>
<b>Report of:</b> The Town Clerk	<b>For Decision</b>
<b>Summary</b>	
<p>A proposed schedule of visits to the City of London's open spaces has been drawn up following consultation with Officers. Members are invited to comment upon and agree the proposed schedule for 2014.</p>	
<b>Recommendations</b>	
That Members:	
<ul style="list-style-type: none"><li>• agree the Current Position and Proposals set out within the report;</li><li>• agree the Schedule of Visits 2014 as set out in the appendix.</li></ul>	

## Main Report

### Background

1. The Town Clerk is responsible for submitting an Annual Schedule of Visits to each of the open spaces Grand Committees that sets out dates on which Members are invited to visit the areas that fall under the remit of their Committee.
2. Underpinning each Annual Schedule is the recognition that the ability to undertake site visits plays a key part in helping Members to understand the variety and complexity of issues that affect each of the City of London's Open Spaces.

### Current Position

3. Each Annual Schedule is based upon that of the preceding year. To date each schedule has included each of the management committees plus the Hampstead Heath Consultative Committee.

4. Each schedule assumes that Members are content to undertake weekday visits to all sites, except for those on the Epping Forest & Commons Committee who have traditionally held their visits on Saturday mornings.
5. Members of the Open Spaces and City Gardens Committee have the option of attending all of the Grand Committee visits, given that Committee has strategic oversight of the Open Spaces Directorate as a whole.
6. Whilst the Town Clerk will organise transport to and from each site visit, Members are asked to acknowledge that in some cases public transport will be the more appropriate option.

### **Proposals**

7. It is proposed that the Hampstead Heath Consultative Committee be removed from the Annual Schedule of Visits, so that the Schedule may be concerned only with each of the Open Spaces Grand Committees. Visits of the Hampstead Heath Consultative Committee will be scheduled at the discretion of the Hampstead Heath, Highgate Wood and Queen's Park Committee.
8. With this in mind, it is also proposed that the scheduling of site visits of the consultative committees of each Grand Committee be overseen by the Grand Committee in question.
9. That additional visits, if and when required, be organised by the Town Clerk in consultation with officers and Committee Members.

### **Implications**

10. The Town Clerk's Department will continue to organise and pay for Member transport to and from site visits, except for when public transport is the more viable option.

### **Conclusion**

11. Committee site visits to each of the City of London's open spaces play an important part in helping Members understand the various issues affecting the sites for which they are responsible. An Annual Schedule of Visits is an important tool in ensuring a framework is in place to guarantee these visits take place in a consistent manner.

### **Appendices**

- Appendix 1 – Schedule of Visits 2014

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## Open Spaces Schedule of Visits 2014

<b>Committee</b>	<b>Open Spaces and City Gardens</b>	<b>West Ham Park</b>	<b>Hampstead Heath, Highgate Wood and Queen's Park</b>	<b>Epping Forest and Commons</b>
<b>Date</b>			Friday 28 March	Saturday 8 March (Epping Forest)
			Wednesday 30 April (Highgate Wood [morning] and Queen's Park [afternoon])	
				Saturday 10 May (Epping Forest)
		Friday 6 June (LM Visit)		Monday 9 June (LM Visit Dorneywood)  Wednesday 11 June (Epping Forest Ladies Day)  Saturday 14 June (City Commons)
	Monday 21 July			Saturday 5 July (Burnham Beeches)
			Friday 12 September	Saturday 6 September* (Epping Forest)
				Saturday 1 November (Epping Forest)
	<b>Attendees</b>	<b>OSCG Members</b>	<b>OSCG/WHP Members</b>	<b>HHWQP Members/OSCG Members</b>

\*Provisional/requires confirmation

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<b>Committee(s):</b>	<b>Date(s):</b>
Open Spaces and City Gardens Committee West Ham Park Committee	17 February 2014
<b>Subject:</b> Procurement of Tree Maintenance Works	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>
<p><b>Summary</b></p> <p>To maintain and manage a healthy tree stock for both City Gardens and West Ham Park, a planned programme of maintenance works takes place annually, with emergency works commissioned throughout the year as and when required.</p> <p>In ensuring this service complies with recommended tree health guidance, procurement regulations and the City of London 'Best Value' procurement principles, an access agreement has been signed allowing the use of a four year government framework for tree maintenance services that can be used for any of the City of London's owned tree stock.</p> <p>The framework has been created and let by the London Borough of Islington and awarded to an experienced arboricultural specialist, KPS.</p> <p>This contract will be used initially to carry out works to City Gardens' and West Ham Park's tree stock with a contract value estimated to be in the region of £136,000 over four years.</p> <p><b>Recommendation</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the report</li> </ul>	

## Main Report

### 1. Background

- 1.1. City Gardens have worked closely with the City of London Procurement Service to procure a comprehensive tree maintenance works programme for both West Ham Park and City Gardens ensuring a four year programme of works can be carried out within budget and in a compliant manner.
- 1.2. For the financial year 2012/13 tree maintenance works cost City Gardens and West Ham Park £21,000 and £11,000 respectively. In addition, City Gardens spent £43,000 in 2012/13 on pruning works necessitated by trees identified as

having the disease, Massaria (this was paid for using a carry forward from the previous financial year).

## **2. Procurement methodology**

- 2.1. Historically both City Gardens and West Ham Park have procured these services individually and annually. To identify financial savings, reduce officer time and to ensure procurement regulations are met, a four year arboriculture services framework contract will be used. The Arboriculture Services Framework has been created and let by the London Borough of Islington following an OJEU tender process. Unit costs for itemised services through the framework are competitively priced and it is anticipated over the life of the contract some savings will be identified. Seasonal variations due to unpredictable weather conditions and the recent discovery and treatment of Massaria make it difficult to predict and compare existing and future spend and foreseeable savings. However, the fixed unit costs demonstrated through the tender process confirm that KPS are offering a good quality service and value for money including unit costs for Massaria treatment.
- 2.2. This approach is fully compliant with the City of London's procurement regulations and the framework due diligence process has been completed. Due to the minimum expected total contract value, i.e. £136,000 including both West Ham Park and City Gardens over four years, authorisation was required by the Comptrollers to finalise a contract between the City of London and the supplier, KPS, from 20<sup>th</sup> January 2014. From 1<sup>st</sup> of March 2014 KPS will also take on the emergency ad hoc works for both divisions.
- 2.3. Going forward, this framework will be available for use by all Open Spaces areas. Should this have a significant impact on the overall spend and taking the cost of the service over the OJEU threshold of £172,000 requiring committee approval, a further report will be submitted at a later date.

## **3. Timescales**

- 3.1. A comprehensive tree inspection programme has been undertaken for City Gardens and West Ham Park during the months of December 2013 and January 2014 respectively. The findings from this inspection will inform the tree maintenance works required and the associated cost. The City Gardens routine annual pruning works using KPS will start at the end of January with work to the West Ham Park tree stock following on shortly after.

## **4. Corporate & Strategic Implications**

- 4.1. The actions support the City Together Strategy Themes of a World Class City which:
  - protects, promotes and enhances our environment and
  - is safer and stronger.
- 4.2. The proposal supports key objectives within the Open Spaces Department Business Plan 2013-2016:
  - *Quality* – achieve nationally recognised standards and deliver value for money in providing our Open Space service;

- *Environment* – ensure that measures to promote sustainability, biodiversity and heritage are embedded in the Department’s work.

The proposal supports the City of London Tree Strategy 2012, to:

- protect, manage and enhance the existing tree stock in its environment, in accordance with good arboricultural practice.

## **5. Conclusion**

- 5.1. This contract will enable the City of London to effectively manage tree budgets and should produce a reduction in spend on tree works but at the same time ensuring a quality service is maintained.
- 5.2. This contract has come about as a result of collaborative working with other divisions within the City of London and makes use of the procurement process undertaken by the London Borough of Islington.
- 5.3. Access to this framework contract will enable other divisions within the City of London to benefit from the agreed contract prices, saving time and money procuring tree work services over the next four years.

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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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